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Information Outlook, July 2008

Special Libraries Association

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THE MAGAZINE OF THE SPECIAL LIBRARIES ASSOCIATION



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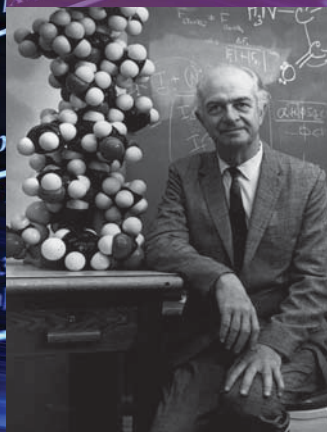
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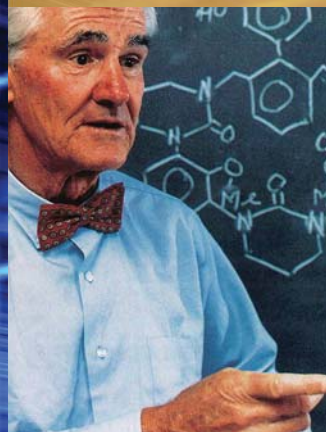
Awarded the Nobel Prize in Chemistry in 1932 for discoveries and investigations in surface chemistry.

Linus Pauling



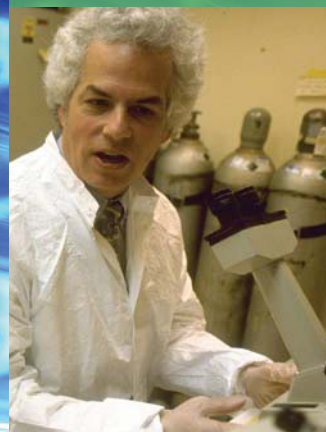
Awarded the Nobel Prize in Chemistry in 1954 for research into the nature of the chemical bond and its application to the elucidation of the structure of complex substances.

Donald J. Cram



Awarded the Nobel Prize in Chemistry in 1987 for the development and use of molecules with structure-specific interactions of high selectivity.

Stanley Prusiner



Awarded the Nobel Prize in Physiology or Medicine in 1997 for his discovery of Prions — a new biological principle of infection.

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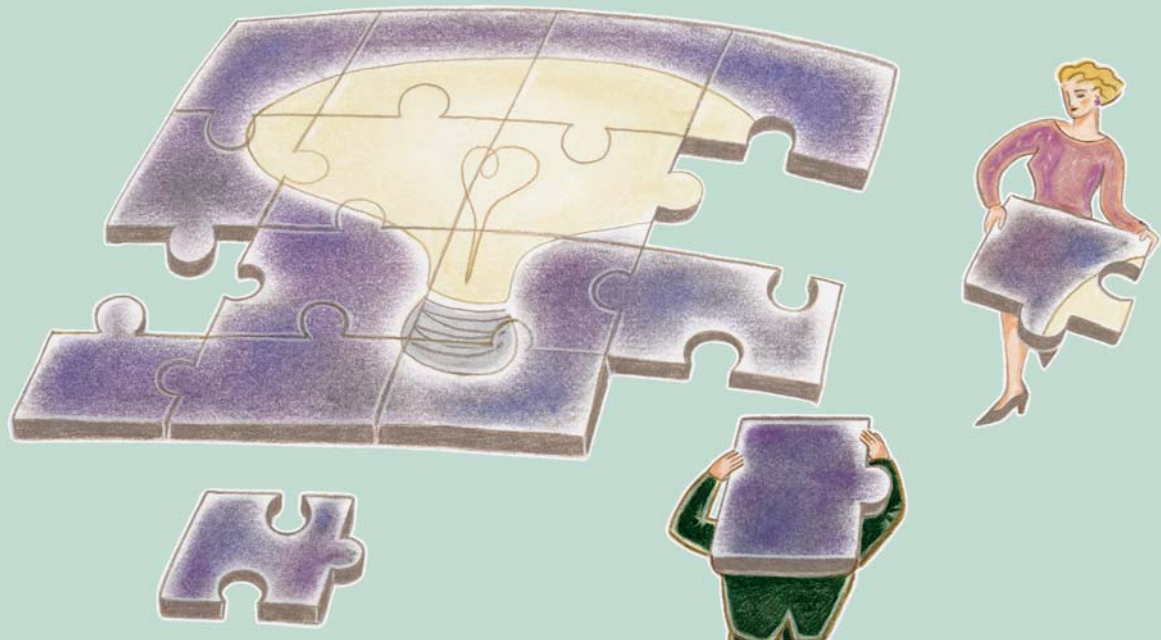
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THE MAGAZINE OF THE SPECIAL LIBRARIES ASSOCIATION



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information outlook

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Editor: Max S. Busetti (e-mail: mbusetti@sla.org)

Columnists:

Stephen Abram
Lesley Ellen Harris
Janice R. Lachance
John R. Latham
Debbie Schachter
Carolyn J. Sosnowski

Layout & Design: Constance Denning

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Tustin, CA 92780
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SLA at the Tipping Point

I saw members choosing to innovate in 2008. I saw sessions that broke the mold, and served up learning and networking in a variety of ways.

BY STEPHEN ABRAM, SLA PRESIDENT



I am writing this column while on the plane home from our conference in Seattle. And what a conference it was! I was hopeful that I would see signs of change throughout the conference—in sessions, in divisions, indeed in members. Was SLA changing and adapting to the environment around us? Were we preparing for the new economy? Was our SLA value proposition increasing and aligning with member needs? Were our member colleagues ready to adapt to the biggest changes happening in information and library land—possibly ever?

I am happy to report that I saw good things. I even found a few things to change in myself! (Amazingly, I actually got to attend a few sessions!) Just a few things that delighted me:

- Charlie Rose interviewing Vint Cerf and Vint giving his views on the work he's doing for the development of the protocols for the inter-planetary Internet. How cool is that? I'll bet not many of us had even thought of the information applications he was studying.
- Would you have expected an SLA member produced Machinima at the Opening Session? The SLA Second Life members' avatars looked beyond cool and it was a talkie! And seeing the SLA Second Life site develop was just too exciting. Some folks were suggesting a 2009 celebration event for our SLA Centennial in Second Life, or creatively suggesting that everyone get a free membership in the Second Life Chapter.

- I got to meet Seth Godin before everyone else got to hear him. I was thrilled that he raised the tenor of the conversation about our identity in the very noisy information space.
- The debut of "The SLA 23 Things Song" from Tim DeWolf and Richard Geiger was a huge hit. I was thrilled that it drew just the right amount of attention to the 23 Things / Learning 2.0 project at SLA. Have you been to it on the Web site and signed up?
- One of the sessions I attended was by one of my heroes, David Snowden. He is right on the edge of cognition research and the role of stories and the things we value as librarians. I would never have expected him to show leading-edge results from story collection in Iran and the use thereof to understand and predict anti-western sentiment and activity. Wow, I had the feeling that I was a fly on the wall at a Pentagon briefing.
- I also had lunch with LMD and Eugenie Prime. She passionately updated her No Puny Visions keynote from the last time SLA was in Seattle in 1997. She inspired me in 1997 and, as always, she was inspiring again.
- And we had fun too. Especially at the IT/LMD/PAM Dance. We tripled the size of the dance floor and rocked 'til midnight!
- By now you will have received your e-invitation to the launch of the SLA Innovation Lab. The soft launch in Seattle was so much fun with demos, beakers, and lab rats. I was very happy to see a number of attendees

signing up to learn by playing in this major new member initiative.

- All across the conference we were "Green": composting, recycling, and reducing the paper load and more. It's a start. SLA planted a few acres of trees as a result of purchasing carbon credits. Who could be against trees? And besides, libraries are the greenest institutions of all—getting multiple uses of books and periodicals and more.
- Lastly, I was very excited that there were over 200 attendees signed up for the SLA 2008 Twitter at the conference from the SLA Innovation Lab. They did hundreds of tweets and were tweeting day in and day out. They learned by playing. And that's cool *and* fun.

Who would have thought that this sort of stuff would have happened at an SLA conference, even a few years ago?

I think (actually, hope) that what I saw was a tipping point. I saw members choosing to innovate in 2008. I saw sessions that broke the mold, and served up learning and networking in a variety of ways. I saw a more diverse membership at this meeting—a healthier mosaic. I saw people playing again with new tools, and thinking about how they would improve their services and organizations. And I definitely saw people having fun again. The professional malaise of the past seems to be lifting.

Anyway, I will continue this column in my regular *Info Tech* column further along in this issue of the magazine. I haven't even addressed the great value of SLA membership initiatives that were launched or enhanced at SLA in Seattle. **SLA**

SLA Offers Discount Insurance for Independent Info Pros

The benefits, through AHP, are available throughout the 48 contiguous states and the District of Columbia.

Through an agreement with Association Health Programs (AHP), SLA is offering a program designed exclusively for members that will allow individuals and businesses to receive up to a 40 percent discount on comprehensive health insurance for individuals, families, groups and businesses, as well as utilize additional cost savings when purchasing office supplies at Office Depot.

This new SLA member benefit is designed to assist consultants, small business owners, and independent individual practitioners with the rising cost of health insurance.

"We have so many members that are working out there on their own, doing amazing things and wonderful work for their clients," said SLA CEO Janice R. Lachance. "Too often they brush aside their own needs, such as health insurance, in an effort to reduce expenses. At the same time, the cost of medical, dental, and life insurance continues to climb for all businesses, putting the smaller consulting firms in a tough spot, as they struggle to keep offering these necessary benefits to employees."

She added: "SLA is constantly striving to support all of our members in a variety of ways, so I am thrilled that we are able to offer this program to assist those who need it. It is our hope that this discount will ease the financial burden to these hard-working members, and that what can sometimes be a difficult hurdle—the cost of doing business in these tough economic times—may be a bit easier to overcome with help from their professional association."

The benefits, through AHP, are available throughout the 48 contiguous states and the District of Columbia. The programs include: health insurance, life insurance, long-term care insurance, cancer coverage, accident insurance, disability income, critical illness, dental insurance and vision. Long-term care and life insurance are also being offered to SLA members.

AHP maintains client contact on an individual basis via telephone, direct mail, email, and fax-whatever

is convenient and desirable to the client. Their mission is offering better insurance, rate stability, and hands-on service. As insurance professionals, AHP searches industry sources for products that meet stringent association insurance standards. When none exist, the company develops product specifications and negotiates the creation of unique features for its clients. Their staff has earned a reputation for delivering the very best in customer service and problem solving solutions. The phones are answered by live customer service professionals who handle clients' needs and problems for them, eliminating the necessity to contact insurance companies directly. Requests for service are usually handled within 24-48 hours. This level of commitment and service has made AHP one of the fastest growing companies in the industry.

For more information and a free evaluation of your current benefits, call 888-450-3040. **SLA**

GreenFILE and LISTA Data Now Available Free of Charge to SLA

SLA, in conjunction with EBSCO Publishing (EBSCO), announced an agreement that will provide SLA members with free and seamless access to two EBSCO databases: GreenFILE and the *Library, Information Science & Technology Abstracts™* (LISTA).

GreenFILE offers information covering all aspects of human impact to the environment. Its collection of scholarly, government, and general-interest titles includes content on the environmental effects of individuals, corporations, and local/national governments, as well as measures to minimize these effects. Topics covered include global climate change, green building, pollution, sustainable agriculture, renewable energy, recycling, and more. The database provides indexing and abstracts for more than 380,000

records, as well as Open Access full text for more than 4,700 records.

LISTA indexes nearly 690 periodicals, plus books, research reports and proceedings. Subject coverage includes librarianship, classification, cataloging, bibliometrics, online information retrieval, information management and more. Coverage in the database extends back as far as the mid-1960s. The thesaurus in LISTA includes 6,800 terms, 2,700 of which are preferred terms.

SLA CEO Janice R. Lachance noted that making resources such as these available to members augments the association's mission of providing information professionals with content that gives them a competitive advantage, as well as professional development resources. **SLA**

SLA's Click University Celebrates 3 Years of Growth and Success

Three years after Click University was launched, SLA's 24/7 online learning community continues to add new programs and provide its members with state-of-the-art learning opportunities in partnership with today's information industry superstars. SLA launched Click U in 2005, as the first and only online learning community focusing on continuing professional education for librarians, information professionals, and knowledge workers.

SLA's exclusive e-learning offering continues to grow rapidly, experiencing continuous increases in member participation at 300 percent annually since its inception. New and innovative certificate and continuing education programs are being added on a regular basis. In 2008, Click U released two new certificate programs—the SLA Copyright Management Certificate, and the SLA Knowledge Management Certificate—each earning IACET CEUs, as well as no-cost access to online libraries, corporate discounts, and expanded global training programs. Click U's programs are exclusively available to SLA members.

"When we launched Click U in 2005, SLA saw a need for accessible, affordable, and leading-edge professional development programming for our members. Time and travel budgets were dwindling, yet the need for continuing education for info pros was climbing," said SLA Chief Executive Officer Janice R. Lachance. "The response from our members has been

phenomenal, and we are excited that SLA continues to be the premier provider of dynamic online learning opportunities for info pros and librarians."

For more information on Click University, please go to www.clickuniversity.com. **SLA**

SLA Gets New Publications Editor

SLA announced the hiring of Max Busetti as its new Publications Editor. In that position, he will be mainly responsible for *Information Outlook's* content and advertising. He will also edit the SLA blogs and serve as the staff liaison to SLA bulletin editors.



Prior to joining SLA in June, Busetti was the Managing Editor at the Food and Drug Law Institute, a nonprofit based in Washington, DC, where he was responsible for publishing a bimonthly magazine and editing a quarterly, peer-reviewed law journal.

Busetti earned a BS degree in Journalism from the University of Maryland, and worked as a writer and editor for several business-to-business newsletters before moving into publishing for nonprofits.

He welcomes your articles, feedback and suggestions. He can be reached at 703-647-4919, or mbusetti@sla.org **SLA**

Info File

Writing for *Information Outlook*

Information Outlook welcomes queries from authors about articles of interest to information professionals. For writer's guidelines and a current editorial calendar, see www.sla.org/WriteForIO or write to editor@sla.org. Please allow six to eight weeks for acceptance.

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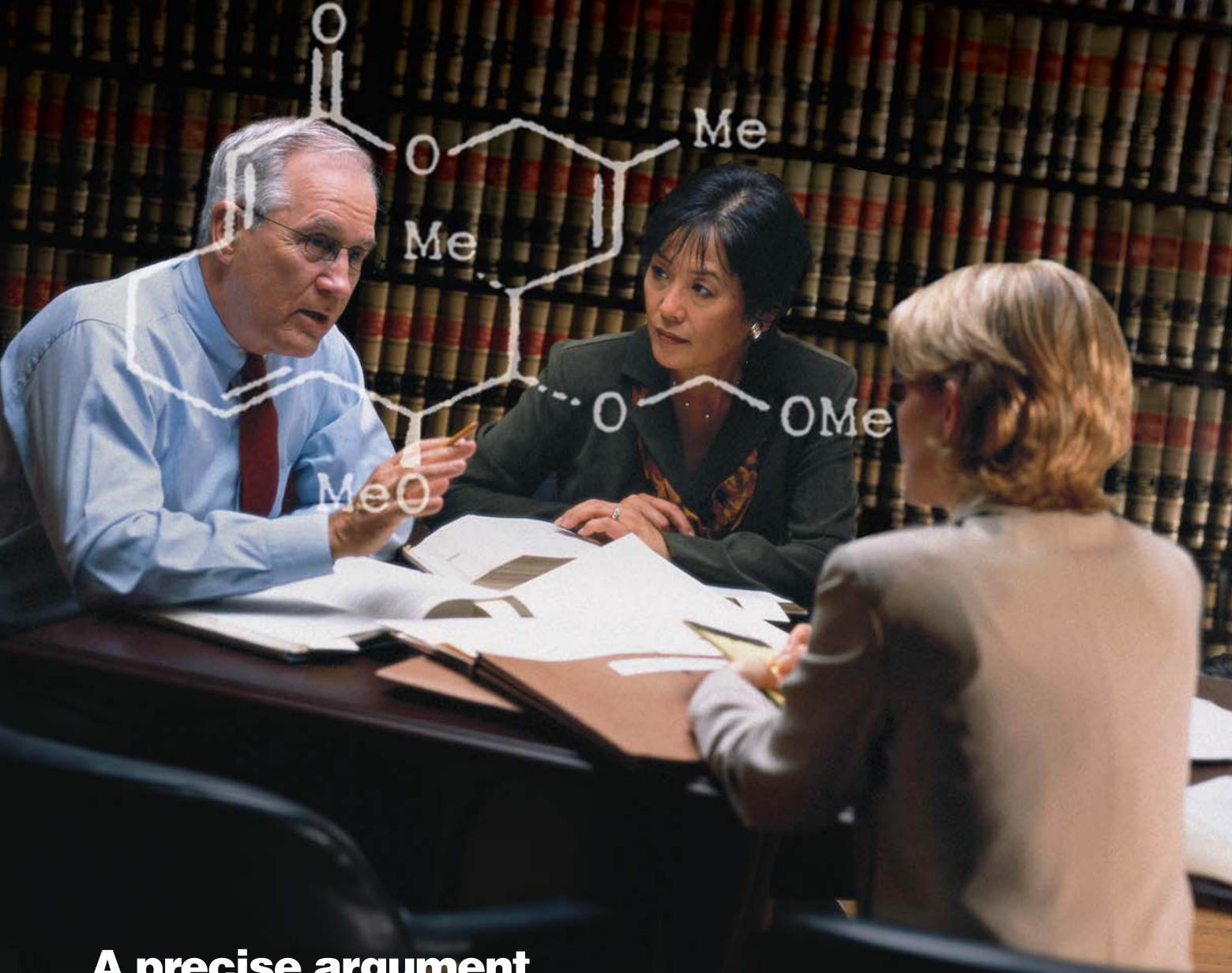
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Navigating Today's Challenging Economic Times

Sites that address gas prices, real estate, salaries ... and something for book lovers.

BY CAROLYN J. SOSNOWSKI, MLIS

GasBuddy

<http://gasbuddy.com>

U.S. and Canadian readers who are interested in researching local (or even not local) gas prices will find this site quite useful. GasBuddy brings together consumer-reported price information from almost 200 Web sites. Includes lots of charts and maps, including reports of historical data; lowest and highest prices by state, province, and city; and current averages. Price data, which are also available by mobile, text message, or e-mail, are removed after a few days to keep information on the site current. Weekly polls help you tap into the community of drivers ... find out how people choose their gas station, the effect of gas prices on travel plans, and what are the most popular solutions for lowering prices.



Fizber

www.fizber.com

This U.S.-based real estate service helps the for-sale-by-owner (FSBO, hence, "Fizber") people connect with the world. Several packages are available to sellers, from a free basic plan to paid options that will add your home

to the multiple listing service. Fizber uses Web 2.0 tools like YouTube, Google Maps, craigslist, to promote your property, but also provides access to real-world products like yard signs and brochures. The site also offers tips for sellers, and links to realtors, home stagers, and other service providers. A listing on Fizber will also get your property advertised on over 70 other sites, including Zillow, Google Base, and a variety of social bookmarking pages. Buyers can search for properties by ZIP code and several qualifiers, and access research on neighborhoods and cities, crime rates, and climate.

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in various industries. Once you post, anonymously, your own data and/or review, you'll gain one-year access to the same category of information stored in the Glassdoor.com database. Use the "Watch" tool to receive updates on particular companies. The SLA Salary Survey is still the best place to find info pro salary data, as Glassdoor.com doesn't include that many library-related figures, but a search for keywords in our field such as "knowledge," "web," and "intelligence" may yield some useful information.

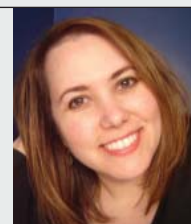


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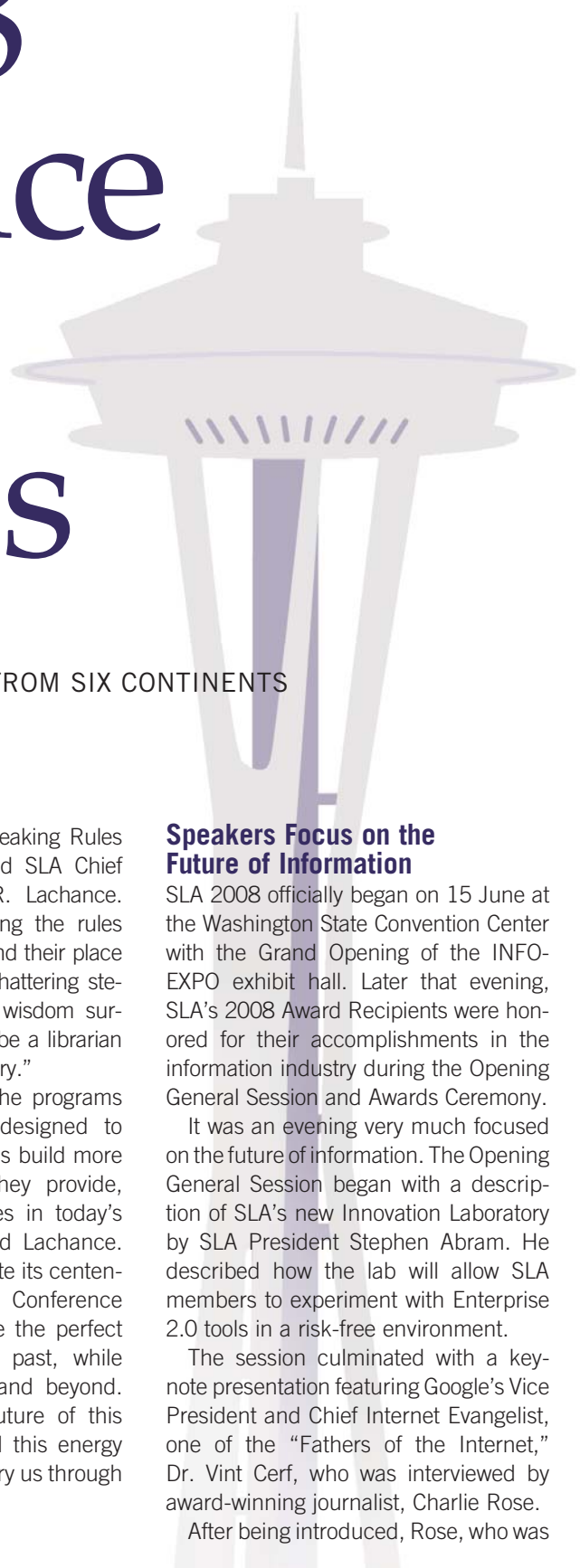
CAROLYN J. SOSNOWSKI, MLIS, is SLA's information specialist. She has 10 years of experience in libraries, including more than four years in SLA's Information Center. She can be reached at csosnowski@sla.org.





The sense of excitement at the packed Opening General Session set the tone for the entire SLA 2008 conference.

SLA 2008 Conference Hosts 5,000-Plus



THE CUTTING-EDGE GATHERING DRAWS INFO PROS FROM SIX CONTINENTS

Exhibition and attendance figures for the Special Libraries Association's (SLA) annual conference and INFO-EXPO held in Seattle, 15-18 June, exceeded planners' expectations and included, for the second year in a row, SLA members from every chapter around the globe.

Final attendance figures for SLA 2008 totaled 5,011 individuals from six continents. Of that number, 845 participants were first-time SLA conference participants. SLA's INFO-EXPO, the largest information and knowledge management exposition in North America and the most significant gathering of content and technology providers in the world, featured 283 companies and organizations and 464 total booths. SLA welcomed 50 new exhibitors in 2008.

"SLA delivered yet another relevant and cutting-edge conference this year. Going by the positive feedback, inspired discussions, and the excitement I heard from attendees, I think it is safe to say SLA 2008

lived up to its theme of Breaking Rules and Building Bridges," said SLA Chief Executive Officer Janice R. Lachance. "SLA members are breaking the rules that define the profession and their place in it. They are constantly shattering stereotypes and conventional wisdom surrounding what it means to be a librarian or info pro in the 21st century."

Lachance continued, "The programs offered in Seattle were designed to help info pros and librarians build more value into the services they provide, and expand into new roles in today's information economy," said Lachance. "Next year SLA will celebrate its centennial, and the Centennial Conference in Washington, DC, will be the perfect opportunity to honor our past, while looking toward tomorrow and beyond. The excitement for the future of this profession is palpable and this energy and enthusiasm should carry us through another 100 years!"

Speakers Focus on the Future of Information

SLA 2008 officially began on 15 June at the Washington State Convention Center with the Grand Opening of the INFO-EXPO exhibit hall. Later that evening, SLA's 2008 Award Recipients were honored for their accomplishments in the information industry during the Opening General Session and Awards Ceremony.

It was an evening very much focused on the future of information. The Opening General Session began with a description of SLA's new Innovation Laboratory by SLA President Stephen Abram. He described how the lab will allow SLA members to experiment with Enterprise 2.0 tools in a risk-free environment.

The session culminated with a keynote presentation featuring Google's Vice President and Chief Internet Evangelist, one of the "Fathers of the Internet," Dr. Vint Cerf, who was interviewed by award-winning journalist, Charlie Rose.

After being introduced, Rose, who was



seated next to Cerf, told the audience of librarians, info pros and their partners, "What we do is dependent upon good information, and you are the masters of that." Both approachable and inspiring, Cerf provided a fascinating perspective on how the Internet started, where we are now, and the major issues we are facing. When asked by Rose about the future of content delivery, Cerf struck a chord within the audience of info pros and librarians. "Somehow, when all this is matured, everyone will have access to the knowledge of everyone who wants to share what they know. That idea is so wonderful. You can learn something from anyone," said Cerf.



Seth Godin Schools SLA on Marketing Value

Seth Godin is a best selling author, entrepreneur, and agent of change. Addressing the audience of librarians and information professionals during the Closing General Session, he shared a very powerful message. Taking a moment to compliment SLA members, Godin said, "It's hard for me to find smart audiences. I wanted to talk to this group because you get it—you understand opportunities. Every person in this room is a marketer. Librarians spread ideas. Truth is meaningless if it doesn't spread—we need to figure out how to do that."

According to Godin, marketing and story telling can change employers' perception of info pros. He discussed how important it is to "clear through clutter" to get to remarkable bits. That as consumers, we see clutter on the store shelves, clutter from the content providers (databases, books, journals, Web sites, portals, etc.) and, according to Godin, "we are dealing with clutter with more clutter."

His advice to librarians and info pros, "Yelling and hoping to make enough money doesn't work. People won't be forced. When people know the story we want them to know, we've done a good job." He added, "Either keep pushing against the wind or change what you're doing and have the wind at your back. Tell your story."



From the top, clockwise: Attendees chatting it up in the registration area; the Wizard of Oz characters were on hand at the opening of the INFO-EXPO; Internet guru Dr. Vint Cerf, left, fielding a question posed by Charlie Rose during the Opening General Session; Seth Godin challenged and entertained the audience during the Closing General Session.

2008 Annual Membership Meeting

Following a well received report from SLA Treasurer Sylvia James, the membership heard from SLA CEO Janice R. Lachance, who delivered her annual State of the Association address. Lachance emphasized that SLA is undertaking an extensive, research-based examination of the profession, and of SLA's position in the evolving information economy.

The CEO's upbeat and inspirational speech touched on all of the innovations and enhancements the association has made in new products and services in the last year, as well as provided motivational words to the audience. Lachance said, "You are intelligent, caring, dedicated professionals who do not tend to call attention to yourselves but, rather, let your work speak for itself. Applying old stereotypes ... some may see you as passive. I KNOW you are passionate."

She continued, "It is time for this passion to be recognized and appreciated by everyone. It is time for you to take control of YOUR future. I have never been more optimistic about the future of this profession and I have never been more confident of your success."

SLA members were then updated on the progress of the research-based project by members of the team from Fleishman-Hillard and Outsell, as well as given a brief preview of the plans for the SLA Centennial Celebration in 2009. The SLA Annual Conference and INFOEXPO celebrating 100 years of SLA will be held in Washington, DC 14-17 June. The theme for the Centennial conference is: "Information to Inspiration: Knowledge & Vision Shaping the Future." **SLA**



From the top, clockwise: the INFO-EXPO in Seattle featured 464 booths, representing 283 companies; George Washington reminded the attendees that the Nation's Capital was going to host SLA 2009; the SLA Marketplace displayed a wide assortment of SLA products; attendees were able to view cutting-edge technology in the exhibit hall.

SLA Honors Its Brightest

CONTINUING A TRADITION OBSERVED FOR NEARLY 60 YEARS, SLA ACKNOWLEDGED THOSE WHO DEMONSTRATED EXCELLENCE IN THE PROFESSION THEY SERVE



John Cotton Dana Award

Granted to an information professional to recognize a lifetime of achievement as well as exceptional service to special librarianship.

Bill Fisher

Bill Fisher has been a member of SLA for more than 25 years and has served in a variety of positions at the chapter, division and association levels, including president of the Southern California Chapter, president of the San Andreas Chapter and president of SLA in 2002-2003. He was named a Fellow of SLA in 1998.

Fisher started his career as an academic librarian in Florida, then moved to California. Upon receiving his Ph.D. in Library & Information Management from the University of Southern California, he joined the faculty of UCLA's Graduate School of Library & Information Science (GSLIS) in 1981 and has been involved with LIS educa-

tion since that time. Fisher joined the faculty at San Jose State University's School of Library & Information Science (SLIS) in the fall of 1988 and continues to teach at San Jose State. His involvement with SLA has had a significant impact on his teaching. As he puts it: "My relationship with SLA's Southern California Chapter was very positive; I'm indebted to a number of people there who helped me develop my teaching skills in general and my knowledge-base for teaching special libraries in particular."

In addition to his teaching and research activities, Fisher has held a number of administrative appointments at San Jose State. He was the SLIS associate director for nine years, with one year as interim director. He also served as the associate dean of Graduate Studies & Research for three years and, more recently, served on the president's staff as the faculty athletics representative. Fisher will

begin taking advantage of the university's early retirement program in the fall of 2008. He plans to remain active in SLA and looks forward to our centennial celebration in 2009.

Innovations in Technology Award

Sponsored by J.J. Keller.

Granted to an SLA member in good standing for innovative use and application of technology in a special library setting. Cash award: \$1,000.

Sabrina I. Pacifici

Sabrina I. Pacifici, a member of SLA since 1987, is well known to librarians everywhere for her online journal, the Law Library Resource Exchange (LLRX.com). She was an early adopter of social networking software to share the resources she uses as a librarian with the larger information professional community. In addition to LLRX.com,



Bill Fisher, left, was the 2008 recipient of the John Cotton Dana Award, the highest honor that SLA bestows on an individual. SLA President Stephen Abram, right, presided over the awards ceremony during the Opening General Session.

Pacifici also maintains a blog, “beSpacific,” where she gives readers a more personal view of information on the Internet, both what is new and hot, and how Web sites can be used for business and personal education. Each of these services is visited monthly by more than 100,000 readers worldwide and she has won many awards for her efforts. Her efforts have built an amazing resource including searchable archives, an extensive knowledge base, and an ever-growing index of what one person finds interesting and valuable on the Internet.

Pacifici has been active in the Information Technology Division as well as the Legal, News and Government Information Divisions. She is currently an administrative librarian for the Comptroller of the Currency in the U.S. Department of Commerce.

Rose L. Vormelker Award

Presented to a mid-career SLA member in good standing for exceptional services in mentoring students or working professionals.

Shirley Loo

An SLA member since 1973, Shirley Loo has served with distinction as DC Chapter president-elect, president and past-president. She spearheaded the successful effort to propel the DC Chapter into the largest chapter of SLA. Loo employed many creative techniques, including special event pricing geared toward enticing students and other new members, doggedly phoning former chapter members to explain the benefits of membership. In addition to increasing the membership of both the DC and New York Chapters, Loo’s efforts extended to the rest of the association as she shared best practices and lessons learned at the 2007 Leadership Summit and again at the

2007 SLA Annual Conference.

SLA received many letters of support for Loo, and all from students and colleagues who could not imagine a more deserving person to receive this award.

Loo has a history of generosity, extending throughout her entire career and in her personal life. She joined the Library of Congress after getting her library degree at Columbia University, and is currently a specialist in Information Control and Automated Systems at the Congressional Research Service. She has been an active member and an officer of the American Library Association, District of Columbia Library Association and the Library of Congress Professional Association.

Presidential Citation

Granted to an SLA member for a notable or important contribution during the previous year that enhanced the association or furthered its goals and objectives.

Gary Price

Gary Price is well known and respected not only within the library community but across the globe for his deep understanding of information resources, his innovative Web research tools, and his generous, almost evangelical approach to sharing his knowledge. After earning his MLIS degree at Wayne State University, Price was a reference librarian at The George Washington University. He went on to develop *ResourceShelf* before spending a year and a half as news editor of *Search Engine Watch*.

He developed and continues to contribute to a number of innovative web research tools, but his contributions go far beyond the creation of these tools and products. His groundbreaking book, *The Invisible Web*, co-written with Chris Sherman, challenged the assertion that "it's all on the Internet" and educated searchers everywhere about the value of the information professional. Moreover, his numerous speaking and training engagements serve to educate information professionals around the globe. Price has received such awards as the 2002 Innovations in Technology Award from SLA, the 2004 Agnes Henebry Roll of Honor Award from the News Division of SLA, and the Alumni of the Year Award from Wayne State's Library and Information Program.

SLA Hall of Fame

Presented to SLA members in good standing at or near the end of their active professional careers to recognize service and contributions to the association. Hall of Fame recognition also is granted for prolonged distinguished service to an SLA chapter or division that has contributed to the success of the association.

Toby Pearlstein

Toby Pearlstein, who joined SLA in 1977, is a past chair of the Business and Finance Division and headed the unit's professional development activities for two terms. She chaired the Transportation Division, served as chair

of SLA's Professional Development Committee, was a grant reviewer on SLA's Research Committee and served as a member of the association's Executive Director Search Committee in 2001.

Through her talks on various conference programs, Pearlstein contributed to the professional development of her colleagues, most notably in the areas of running a global operation, vendor/licensing negotiations, and knowledge management. She has spoken frequently at SLA events, ranging from Boston Chapter panels to Annual Conferences. She is also a frequent speaker at professional meetings such as ASIST and Internet Librarian. Over the years, Pearlstein has presented successful programs for the Boston Chapter, including "Increasing Your Value in Trying Times" and "Information Workflow Tracking Dilemma." She hosted events for the Boston Chapter at her former employer, Bain, and, more importantly, encouraged Bain librarians to become active members of the Chapter. There are also many Bain alumni still active in SLA.

Dana Lincoln Roth

Dana Lincoln Roth is the Chemistry Librarian at the California Institute of Technology, where he celebrated his 40th year of service in 2007. He spent two years early in his career as a library advisor at the Indian Institute of Technology in Kanpur, India. Roth is the author of journal articles on various topics.

Roth has produced and shared insightful studies of journal pricing data, and has served on publishers' journal advisory boards, including the Royal Society of Chemistry and Springer. His remarkable and vast knowledge and insights are frequently shared with a global community of chemical information professionals via the CHMINF-L (Chemical Information Sources) email discussion list. He is a member of the American Chemical Society, American Society for Information Science, and Special Libraries Association. He has been active in the Chemistry Division of SLA since 1991.

Sue Snyder O'Neill Johnson (Posthumously)

Sue Snyder O'Neill Johnson, who worked as a librarian at government and private venues, spent 12 years at the World Bank as manager of the IT Resource Center. She trained professionals at the bank's headquarters and overseas field offices in using information management tools to spread knowledge of best practices in economic and social development. After retiring in 2001, she established a small consulting business specializing in international informatics.

A mentor who was known for her leadership abilities and irrepressible sense of humor, Johnson pushed those she trained to think globally. She held top positions in several professional associations, and at their meetings she often brought together librarians from developing countries to hear about the problems they faced. As a member of SLA, she raised funds to bring 25 librarians from developing countries to the Global Conference in Brighton, England. For her efforts, she received the association's President's Award. She was elected president of the DC Chapter in 2001 and received the Member of the Year Award. Johnson died at the age of 68 last September of a rare form of cancer.

Fellows

Presented to SLA members to recognize leadership in their careers as information professionals. Fellowship is granted to mid-career SLA members in recognition of past, present and future service to the Association and the profession.

Anne Caputo

Anne Caputo is executive director of Dow Jones' Learning & Information Professional Programs, where she is responsible for the planning and development of learning initiatives for Dow Jones Content Technology Solutions group. Prior to joining Dow Jones in 1998, she served in various positions with The Dialog Corporation. Additionally, Caputo is an adjunct faculty member at the University of Maryland, College of Library and Information Services, where



Recognized for their leadership as information professionals, the new SLA Fellows were, from left: David Stern, Betty Edwards, Holly Chong-Williams, Christina de Castell, and Anne Caputo.

she teaches "Access to Information in Electronic Environments." She is also a member of the distance education faculty for the University of Tennessee, School of Information Sciences.

Caputo has served SLA at the local level, as a director and later president of the DC Chapter. She has also served at the international level on SLA's Board of Directors as the 2006-2007 chapter cabinet chair and as secretary to the board. She co-chaired the 2005-2006 Alliances and Partners Task Force, and has served as a member of various committees. She is currently the ethics ambassador for the DC Chapter. In 2004, she was named a recipient of SLA's Rose L. Vormelker Award for mentoring students and practicing professionals.

Christina de Castell

Christina de Castell is the manager of InfoAction, the Vancouver Public Library's fee-based research center. De Castell is co-chair of the SLA First Five Years Task Force, a member of the 2008 Conference Advisory Council, and the 2009 Nominations Committee. She is the blog editor for the Leadership & Management Division, and was Secretary in 2007. She is also a member of the Business & Finance and IT divisions.

In 2005-2006, de Castell was president of the SLA Western Canada Chapter. During her term, the chapter hosted the 2006 Pacific NorthWest Conference on Content Management, with the Pacific Northwest and Oregon Chapters. She served on the governance committee of the BC Libraries Association in 2007. She has presented at events for the SLA Western Canada Chapter, BC Library Association, Vancouver Association of Law Libraries, and UBC's School of Library, Archival and Information Studies. Her presentations have included Web site project management, retaining new librarians, professional development, RSS, wikis, and working as a special librarian.

Holly Chong-Williams

As a division chief at the U.S. Patent and Trademark Office, Holly Chong-Williams actively supports the research activities of the over 7,000 full time staff to support its major functions—the examination and issuance of patents and the examination and registration of trademarks.

Chong-Williams has been a member of SLA since 1990 and she has been active in both the Information Technology Division and the DC Chapter since she joined. For the Division she has

been treasurer, government relations chair, chair-elect and chair. Her leadership and support of the Information Technology Division has facilitated that division's strong presence in the association and has ensured that their activities have been both financially and professionally success.

Betty Edwards

As manager of business development research at Seyfarth Shaw LLP, Betty Edwards has expanded research and implemented key programs for client teams to identify legal and business opportunities. As a Boston Chapter SLA member, she has served in a number of roles on the Executive Board, including president, treasurer and secretary. At the Division level, Edwards is currently serving a two-year position as treasurer of the Legal Division. In 1993, 1996 and 2000, she received the Boston Chapter Distinguished Service Award, and SLA's association-level award in 1992 for Excellence in Public Relations.

David Stern

David Stern has been an active volunteer in SLA since 1982 and served in a number of leadership positions since 1991. He first became active in SLA via the PAM Division. Among other leadership positions, he served as secretary from 1991-1993 and as chair from 1994-1995. He was recognized by the division in 2001 with the PAM Achievement Award, which is reserved for those individuals whose professional work is marked by distinction and dedication to librarianship in astronomy, mathematics and/or physics. He was also recognized for his contributions to SLA at the association level, and his particular contributions to the literature of the physical sciences through his 2001 publication, *Guide to the Literature of the Physical Sciences*. Stern served as director on the SLA Board of Directors from 2000-2003. As a director, David served on the Committee of Committees and was the liaison to the Research Committee and to the Diversity Leadership Committee.

SLA Professional Award

Sponsored by Springer

Recognizes a special event, major achievement, or specific significant contribution by SLA members to the field of librarianship or information science that advances the association's goals and objectives.

Praveen Kumar "P.K." Jain

P.K. Jain, with 21 years of experience in the field of Library and Information Science, works currently as deputy Librarian, Institute of Economic Growth, University of Delhi, Delhi, India. He is a past president of the SLA Asian Chapter (2002-2004) and presently holds the position of co-secretary, Asian Chapter, for the year 2007-08. He was the member of the Organizing Committee of the first seminar of Asian Chapter held in December 2005 in New Delhi, and is now the organizing secretary for the International Conference of Asian Special Libraries to be held in Delhi, 26-28 November, 2008. Jain attended SLA Conference at Nashville, TN, in June 2004; attended Annual Meeting of ASIS&T in 2003 in Long Beach, CA; and attended the Global 2000 Conference in Brighton, England.

Lynne McCay

Lynne McKay, an SLA member since 1980, has been active both in the Washington, DC Chapter of the association as well as the Social Science Division, the Leadership and Management Division, the Information Technology Division and the News Division. She has been the newsletter editor and president of DC Chapter as well as the consultation committee chair and the government relations chair. She began the very popular DC/SLA Book Club and received the chapter's Member of the Year Award in 2001 for this accomplishment. McCay chaired the Program Planners Committee for the Annual Conference in Philadelphia in 2000, and had offered significant and critical assistance to the program planners for the 2007 Denver Conference. She served on the SLA Board from 2003 to 2006,



Sponsored by EBSCO, the recipients of the Diversity Leadership Development Program Awards were, from left: Jasmine Griffiths, Daniel Lee, Winter S. Shanck, and Bing Wang. EBSCO's Holly Bussey, far right, presented the awards.

where she served first as a director and then added the responsibilities of secretary to the Board and a member of the AOOC. She was a member of the Committee on Association Governance, the Professional Development Advisory Council and the Public Policy Advisory Council.

SLA Member Achievement Award

Sponsored by Thomson Reuters

Granted to an SLA member for raising visibility, awareness, and appreciation of the profession, an SLA unit, or the association.

Rachel Kolsky

Cited for her works and dedication to the profession and the continued expansion of SLA Europe, Rachel Kolsky's information professional career in London's financial services world began as a temp employee with SG Warburg, which then became a permanent position. She went to work for J Rothschild, and then for her current employer, AIG, as information resources manager for R&D Europe. Working at AIG introduced her to SLA. She was invited to join the

Board of SLA Europe, and in 2000 attended her first SLA Conference, in San Antonio, Texas. "Working at AIG provided many opportunities to work across borders and cultures, and I have presented three times at SLA with my R&D colleagues from New York," she noted. "It was great to combine both SLA and AIG."

Dow Jones Leadership Award

Presented annually to an SLA member in good standing who exemplifies leadership as a special librarian through examples of personal and professional competencies. Cash award: \$2,000.

Richard Huffine

Richard Huffine pioneered the emergence of librarians on the Internet. As one of the first Internet Librarians at the U.S. Environmental Protection Agency (EPA), he was instrumental in putting the skills of librarians to use online. During his tenure, EPA implemented a cost sharing approach for the purchase of online content, developed a "Desktop Library" and made significant improvements to the EPA's Online Library System. In 2007,

Huffine was selected to be the first National Library Coordinator for the U.S. Geological Survey, a bureau of the U.S. Department of the Interior that boasts one of the largest collections of earth and natural sciences materials in the world. Beyond his professional work, he has also been a staunch advocate and supporter of public libraries in his home community of Washington, DC. Since 2002, Huffine has been an active member of the Friends of the Mount Pleasant Library, leading the effort to secure over \$7 million to renovate the historic branch—and then reached out to try and fix the rest of the system. Funding for the library system is up over 25% and the District has committed over \$170 million capital funding for rebuilding their branch libraries.

H.W. Wilson Company Award

Awarded to the authors of an outstanding article published in Information Outlook during the preceding year. Cash award: \$1,000.

The winning article, which appeared in the October 2007 issue of *Information Outlook*, was co-authored by Julie Schein, vice president, and Belinda DeLisser, recruiting director, at the Cadence Group, based in Atlanta, GA. The article, “How to Hire Without Regret,” was a best-practice overview for hiring for any position in a special library. It touched on all the steps in the hiring process, but the focus was on interviewing and preparation for interviewing. The article underscored how hiring the right person for the job is crucial to the operation of a library. Bad hiring decisions can be costly in terms of negative impact on morale and management's time as well as reduced productivity and the potential for litigation if a decision is challenged as discriminatory or in violation of federal or state regulations. The article was written for the 2007 SLA Contributed Papers program.

Diversity Leadership Development Program Award

Sponsored by EBSCO

Awarded to SLA members who represent groups traditionally under represented in the association. The recipients must have an interest in and potential for leadership within SLA. The award is a \$1,000 stipend, and the recipient must attend the SLA Annual Conference and INFO-EXPO.

P.R. Goswami

Since 2002, Dr. Goswami has held the title of director at the National Social Science Documentation Centre, Indian Council of Social Science Research, in New Delhi. Formerly, he was chief librarian and documentation officer, Planning Commission, Government of India; and librarian, Faculty of Management Studies, University of Delhi, Delhi. He has written papers on statistical information system, and sources of government information. He was general secretary, Indian Library Association between 2000 and 2002. At present, he is a member of the American Society for Information Science and Technology and SLA.

Jasmine Griffiths

Jasmine Griffiths is a graduate of the University of the West Indies and began her library career at the National Library of Jamaica. She received her MS in Library Science from Pratt Institute in New York. Currently, Griffiths is a research manager in the Knowledge Services Organization of PricewaterhouseCoopers. An SLA member since 1997, she is a member of the Business & Finance and Knowledge Management Divisions as well as the SLA Caribbean and Florida Chapter.

Winter S. Shanck

A member of SLA since 2001, Winter Shanck has worked in the library profession for the past 13 years and is currently the archivist at Thirteen/WNET. Her love of reading and of classic films and television has led to her advocacy for the preservation of the rich audiovisual media assets available at the station. Working in one of the two archives

established at public television stations, and being one of the few minorities within this select group, has inspired Winter to be more proactive and prominent in the field. Recently, she was a panelist on a “Future Proofing Your Archive” panel at the PBS Tech Conference and also assumed the leadership of the SLA New York Chapter Archive.

Daniel Lee

Since 2002, Daniel Lee has worked as a research librarian for Navigator Ltd., a research-based communications and strategic counsel firm in Toronto, Ontario.

Prior to joining Navigator, he was responsible for managing Web-based content at CIPS, Canada's leading association for information technology professionals. Since moving to Toronto in 2001, Lee has been actively involved in the Toronto Chapter of SLA, serving as President in 2008. He is currently part of the SLA Innovation Laboratory working group and chaired the Technology Review Advisory Group. Lee is also the Partner Relations Co-Chair for the Leadership and Management Division of SLA. He is an active volunteer with the Canadian Lesbian and Gay Archives and has served as Chair of the library committee. Daniel graduated from Dalhousie University's MLIS program in 2001. He also has a Bachelor of Arts degree in Spanish and Portuguese from the University of Massachusetts at Amherst, graduating summa cum laude.

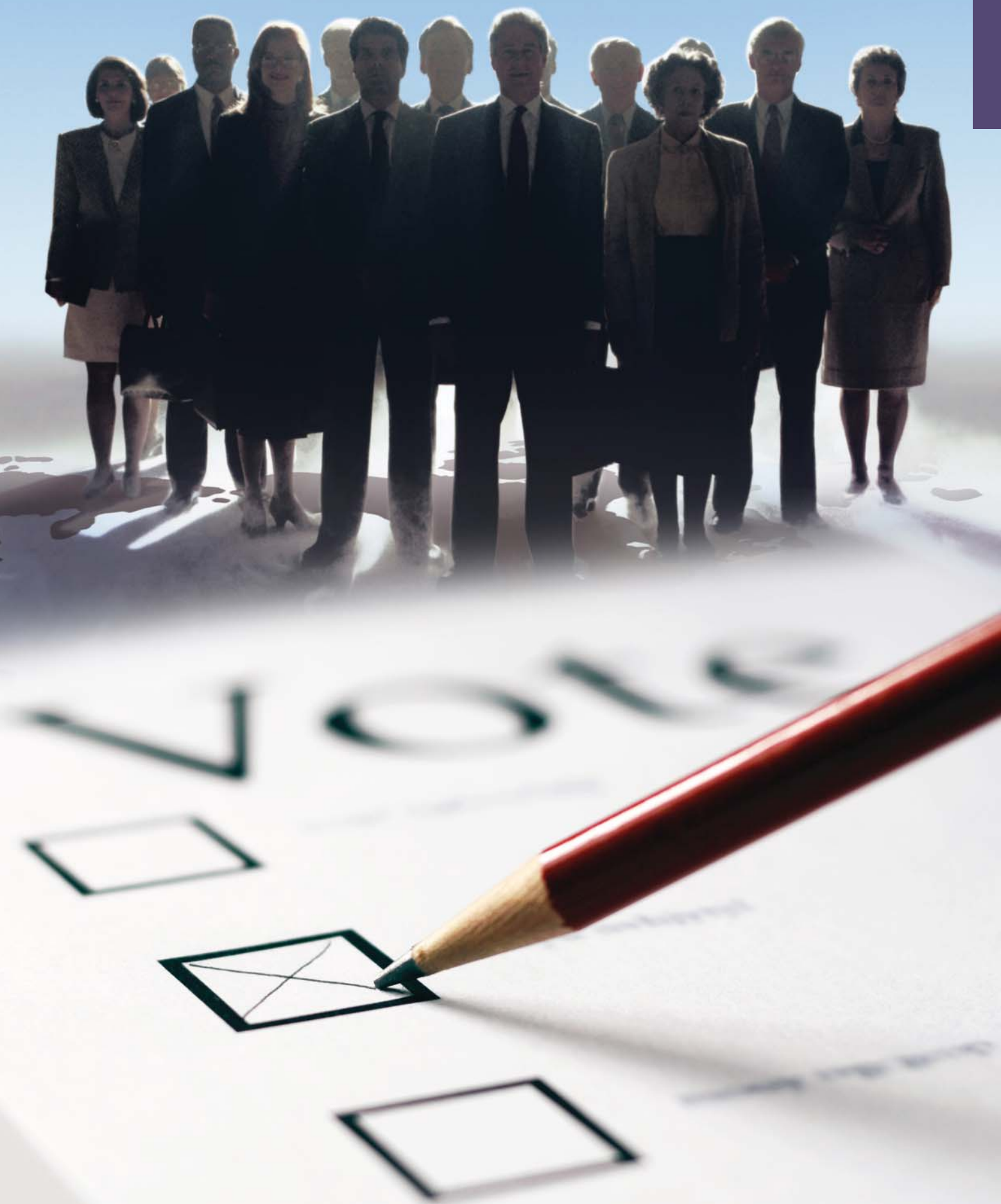
Bing Wang

Bing Wang has been a reference librarian at Georgia Institute of Technology since 2004, where she serves as a subject liaison to the schools of Chemical and Biomolecular Engineering, Materials Science and Engineering, and Polymer, Textile, and Fiber Engineering. She obtained her MLIS from San Jose State University and a Master of Science in Chemistry from the University of California, Riverside. Bing has been a member of SLA's Chemistry and Engineering Divisions since 2004. **SLA**

SLA Board of Directors Elections

- PREPARE TO CAST YOUR BALLOT. TEN CANDIDATES ARE COMPETING FOR FIVE SLOTS ON THE SLA BOARD OF DIRECTORS IN THIS YEAR'S ELECTION.
- MEMBERS WILL SELECT A NEW PRESIDENT-ELECT, DIVISION CABINET CHAIR-ELECT, AND CHAPTER CABINET CHAIR-ELECT. IN ADDITION, VOTING MEMBERS WILL CHOOSE TWO NEW DIRECTORS.
- PROFILES OF THE CANDIDATES ARE ON THE FOLLOWING PAGES. THIS YEAR, EACH CANDIDATE HAS TAPED A SPEECH. TO VIEW ALL THE SPEECHES, VISIT WWW.SLA.ORG, UNDER UPCOMING EVENTS.
- POLLS WILL OPEN 10 SEPTEMBER AND WILL REMAIN OPEN UNTIL 5:00 PM EASTERN TIME 1 OCTOBER 2008.
- ALL SLA MEMBERS IN GOOD STANDING AS OF 25 AUGUST WILL BE ELIGIBLE TO PARTICIPATE IN THE ELECTION. MEMBERS WITH A VALID, UP-TO-DATE E-MAIL ADDRESS ON RECORD WILL RECEIVE AN E-MAIL REMINDER JUST PRIOR TO THE POLLS OPENING.
- UPON REQUEST, ELIGIBLE VOTING MEMBERS WILL BE SENT A PAPER BALLOT BY POSTAL MAIL TO BE COMPLETED AND RETURNED POSTMARKED BY 1 OCTOBER 2008. MEMBERS MAY VOTE ONLINE OR VIA A PAPER BALLOT, BUT EACH IS ENTITLED TO ONLY ONE VOTE.
- TO UPDATE YOUR E-MAIL ADDRESS, VISIT WWW.SLA.ORG/UPDATE.





PRESIDENT ELECT

JANICE C. ANDERSON

Employment:

Access Sciences Corporation (formerly Access Information Associates, Inc.), Houston, TX, 1985 to present.

Education

BA, Spanish/Sociology, University of Texas at Austin, 1969; MSLS, Florida State University, 1970.

SLA Chapter activities

Texas Chapter—Houston Local Planning Group Lead; Vice President / Bulletin Editor, 1987-88; Chapter Program Planner, 1988-89; President Elect, President, and Past President, 1989-1992.

SLA Division activities

Petroleum & Energy Resources Division, Bulletin Editor, 1995-96, Chair Elect, Chair, and Past Chair, 2000-2003; Library Management Division/Consultants Section, Chair, 1988-89.

SLA association-wide activities

SLA, Member 1983 to present; Chapter Cabinet, Chair Elect and Chair, 1992-94; Nominating Committee, Member, 1994-96; Nominating Committee, Chair, 1996-97;

Other professional activities

AIIM International, Member, 1999 to present; AIIM, Southwest Chapter, Treasurer, 2005-08; ALA, Member, 1971 to present; ARMA International, Member, 1985 to present; ARMA, Contracting sector ISG, Chair, 2002-03; ARMA, Energy Sector ISG, Chair, 2003-04; ARMA, Houston Chapter, Vice President - Education/Outreach, 2003-04; ARMA, Houston Chapter, Vice President - Conference, 2004-06; ARMA, Houston Chapter, Vice President - Communication, 2006-07; LITA, Member, 1975 to present; Technology For All, Board Member and Board Chair, 2006 to present;

Awards, honors received

- Texas Star, SLA, Texas Chapter, 1997.
- Outstanding Service, ARMA, Houston Chapter, 2005.



Articles published

- "RIM Health Check: Auditing an Organization's RIM Program," *ARMA International Information Management Journal*, 2007.
- "ECM:RIM-Programs that Matter. Programs that Last," *KM World*, Supplement, 2006.
- "The World Is Changing, So Are We" *Information Outlook*, 2003.

Presentations, courses taught

- "The Information Architecture and Technology Architecture Puzzle: Where Does Enterprise Taxonomy Fit?"; Cohasset Associates' Managing Electronic Records Conference, 2008.
- "ECRM Program Gap Analysis: Auditing Your Program," ARMA Rio Grande and Northern New Mexico Chapters, 2007.
- "Library and Information Science... Challenges and Opportunities for the 21st Century," Guest Lecturer, LSU, School of Library and Information Science, 2006.
- "The Unwritten Rules for Developing Upstream Taxonomies and How You Can Apply Them," Upstream CIO Conference, 2006.

If you become SLA president, what will your first priority be?

SLA will continue to be challenged by changing environments. I believe our first priority needs to be defining and effecting needed change, quickly and strategically. Whether those changes relate to our

organizational structure, business model, spending priorities, marketing, or vision for the future, we must adapt. That means not being afraid to discontinue activities and programs that have been around for years.

How would you balance your responsibilities as president with your personal and professional goals?

I have always been a multi-tasking individual, and I find it challenging to balance and integrate a variety of personal and professional goals, responsibilities and priorities. As part of the leading edge of the baby boomers, a slowdown from full-time work activities is in process and will make room for expanding responsibilities in other areas. I am excited by the opportunity to 'give-back' to SLA, the professional organization that has given much to me and many of my colleagues.

What do you think are the areas of greatest growth and opportunity for SLA?

SLA has the greatest opportunity for growth through collaboration and cooperation with other information-related organizations. We will continue to be leaders in defining and shaping the scope and disciplines of information management. By working more closely with other organizations we can help bring together additional players and stakeholders, and position ourselves to deliver solutions with real value.

How do you think SLA will be different in five years?

SLA will be different over the next five years by becoming more and more a virtual Association—continuing to automate and optimize delivery of products and services to our members. Over the past few years, we have made significant progress in this area but we cannot slow down. Also, I think we must continue to broaden our focus to include the whole spectrum of information—those used to access, organize and manage information resources, and those that may be impacted in some way. We should be in for exciting times!

PRESIDENT ELECT

ANNE CAPUTO

Employment

Executive Director, Learning & Information Professional Programs, Dow Jones & Co., Washington, DC, 1998-present; Director, Academic and Professional Market Development, Manager, Classroom Instruction Program, Senior Trainer, Customer Service Representative, The Dialog Corporation, Washington, DC; Science Librarian, Library, San Jose State University, San Jose, CA.

Education

MLIS, Library and Information Science, San Jose State University; MA, Architectural History, University of Oregon; BA, History, Lewis and Clark College.

SLA Chapter activities

Washington, DC Chapter—Ethics Ambassador, 2008-present; Awards Committee, Chair, 2006-2007; Nominations Committee, Chair, 2005-2006; president-elect, President and Past President, 2001-2004; Director, 1998-2000; Strategic Planning Committee, 1998-2003.

SLA Division activities:

Business & Finance Division, Member, 1998-present; Competitive Intelligence Division, Member, 2005-present; Government Information Division, Member, 2007-present; Information Technology Division, Member, 2003-present; Knowledge Management Division, member, 2007-present; Leadership & Management Division, member, 1998-present.

SLA association-wide activities:

Board of Directors, Chapter Cabinet Chair and Chair-elect, 2005-2007; Board of Directors, Secretary, 2006-2007; Association Office Operations Committee, Secretary, 2006-2007; Awards and Honors Committee, Member, 2006-2007; Committee on Association Governance, Board Liaison, 2006-2007 Professional Development Advisory Council, Board Liaison, 2006-2007 Alliances and Partners Taskforce, Co-Chair, 2005-2006 Strategic Planning Committee, Member, 2001-2003



Other professional activities

Adjunct Faculty, College of Information Studies, University of Maryland, 2000-present; Adjunct Faculty, School of Library and Information Science, Catholic University of America; American Society for Information Science & Technology, Annual Conference Program Chair; Board of Visitors, College of Communication and Information, University of Tennessee.

Awards, honors received

- Fellow, SLA, 2008.
- Forty for Forty, School of Library and Information Science, San Jose State University, 2007.
- Rose L. Vormelker Award, SLA, 2004.
- Beta Phi Mu.

Articles published:

- Feature Articles (Columnist), InfoPro Alliance Bulletin, 1998-2008.
- Chief Learning Officer (Entry), Encyclopedia of Library and Information Science, 2nd Edition, 2003.

Presentations, courses taught

- Beyond Marketing: Consultative Selling for Information Professionals, (Webinar) Special Libraries and Information Services Group (South Africa), 2008.
- Information Access in Electronic Environments (Course), University of Maryland, 2000-2008.
- Pursuing Careers in the Information Professions, Spectrum Scholars Leadership Institute, ALA, 2007.

- Seven Ways to Get the Most Out of Your Information Products and Services, SLA, DC Chapter, 2007.
- International Information Industry, Seminar, University of Maryland, 2007.

If you become SLA president, what will your first priority be?

In addition to looking at recent past presidential initiatives and understanding their outcomes and progress, my first priority will be to work on the reputation, value-proposition and recognition of information professionals in the organizations and communities where our members work.

How would you balance your responsibilities as president with your personal and professional goals?

One of the very best aspects of being active in SLA is the matrix it offers between professional and personal goals. The association offers many opportunities to develop deep, abiding and sustaining relationships with others in our field. These are both professional and life skills which are powerful and helpful in every aspect of life.

What do you think are the areas of greatest growth and opportunity for SLA?

Here are some ideas: broaden the awareness of SLA to other information-intensive workers who would benefit from finding a professional home. Bring back senior people in our profession who feel they have "outgrown SLA". Create ways to interest and serve them again and form alliances with the professional groups they do find useful. Also, find a way to bridge the gap between student membership and membership during the first few years in professional jobs.

How do you think SLA will be different in five years?

If we play our cards right, SLA will grow from strength to strength, and we have many of the ingredients already in hand. The five-year outcome of these endeavors will be robust professional development programs, featuring Click University and the certificate programs, which are unique in our field.

CHAPTER CABINET CHAIR-ELECT

CYNTHIA BARRANCOTTO

Employment

Knowledge~Creative, Barrancotto.Consults!, Houston, TX, 2006-present; Reference & Instruction Librarian, Flagler College, St. Augustine, FL, 1996-2006; Director, Library & Records Center, ENSR, Houston, TX, 1986-1993; Manager, Law Library, Baker & Kirk PC, Houston, TX, 1985-1986; Assistant Law Librarian, BFI, Houston, TX, 1980-1985; Librarian, Bibliographic Information Center, Houston Public Library, 1977-1980.

Education:

MLIS, University of Texas, Austin; EOS, Information Counseling, University of Texas, Austin; Doctoral Studies, Florida State University.

SLA Chapter activities

President-Elect, Florida & Caribbean Chapter, 2001-2002; President, 2002-2003; Past President, 2003-2004; Mentoring Chair, 2005-2006; Student Academic Relations Chair, 2005-2006; Professional Liaison to Florida Library Association, 2000-2002. Student Chapter President, Texas Chapter, 1995-1996, University of Texas, Austin.

SLA Division activities

Legal Division, Director, 1997-1998; Solo Librarians Division, Archivist, 1994-1996; Environment & Resource Management Division, Secretary, 1992-1994.

SLA association-wide activities

Steering Committee, Co-Chair, SARC IV (South Atlantic Regional Conference), 2006-2008; Steering Committee, SARC III, Programs, 2003-2005; SLA Liaison, Society of American Archivists, 1991-1994.

Other professional activities

Florida Library Association, Leader, Special & Institutional Libraries, 2000-2002; Creative Education Foundation, Member.

Awards, honors received:

- Conference Stipend Award, Texas Chapter, 2008.
- Flagler College, 10 Yr Service Award, 2006.
- Special Recognition Awards, Florida &



Caribbean Chapter, 2000-2006.

- Leadership Award: Strategic Planning Committee, Legal Division, 2002.
- Creative Problem Solving Certificate, Creative Education Foundation, 1999.
- Annual Conference Scholarship Award, Solo Librarians Division, 1995.
- Scholarship Award, Graduate School, Houston Area Law Librarians, 1994.

Presentations, courses taught

- "Timeless Creativity & Information Journeys: Turning Questions & Answers into Information Gathering & Knowledge Sharing Experiences," Annual Conference, American Creativity Association, 2006.
- "The Creative Place," ART 477: Creativity: the Art of Possibilities, Flagler College, 2005.
- "Timeless Creativity: Understanding & Applying the Art of Being Your Creative-Best", SARC III, 2005.
- "Take a Creative Leap: Stretch Your Value by Understanding & Applying the Basics of Creativity," Texas Chapter, 2003.
- "Creativity and Librarianship: How to be Your Creative-Best," Annual Conference, Florida Library Association, 2002.

What do you think are the areas of greatest growth and opportunity for SLA?

Three areas—membership development; reaching out to future generations; and the use of cutting-edge technology: SLA uniquely and purposefully reaches out to a worldwide community of mem-

bers for we are "the global organization for innovative information professionals and their strategic partners." I believe the Association has unlimited growth potential if we stay member-focused and do all we can to enhance the quality and experience of membership. Another opportunity for SLA lies in our future generation, those new graduates from library and information studies programs that join and pass on to us all that is new and exciting in both the research arena and the technology-rich environment in which they have been immersed from a young age. Finally, acquisition and implementation of cutting-edge technology is crucial to the existence and operation of our sophisticated knowledge-based community.

How do you think SLA will be different in five years?

I believe SLA will continue to attract members worldwide. I anticipate fewer employers providing financial assistance and it is possible this trend could affect attendance at the annual conferences. SLA needs to consider alternative ways to help those who desire to but are unable to attend the annual conference. In this respect, a trial 'virtual conference' could perhaps become a pilot study. Finally, I believe the dynamics of our membership will change as more choose to retire. While this trend may affect membership totals it can possibly be offset by new members from the next generation.

What strengths do you bring to the Board?

A commitment to hard work and service; a mind that is open to new ideas; an attitude and management style that is flexible; a desire to meet and interact with our membership. I'm passionate about the creative process and the belief that everyone possesses unique creative skills, I also believe that: listening and cogitating are as important as dialogue and discussion; learning from others creates serendipity; and embracing the future is much more exciting than letting it pass you by. If chosen, I would do my utmost to bring these qualities to the Board.

CHAPTER CABINET CHAIR-ELECT

RUTH WOLFISH

Employment

Client Services Manager, IEEE, Piscataway; Electronic Content Coordinator & Copyright Specialist, Lucent Tech, NJ; Reference Librarian, AT&T Bell Labs, OH & NJ; Administrator of Education, AT&T Bell Labs, OH; Independent Consultant, OH; Account Manager C.L. Systems (CLSI), OH.

Education

MBA program, University of Texas at Austin; MLIS, MLIS program, University of Texas; BA, History & Business, University of Cincinnati.

SLA Chapter Activities

New Jersey Chapter—Technology Committee, 2008-present; President, 2006-2007; President Elect, 2005-2006; Program Committee Member, 2003-2005; Professional Dev. Chair, 1999-2000; Central Ohio Member, 1980s.

SLA Division Activities

Engineering Division, 2009 Conf. Planning Committee, 2008-2009; Engineering Division, 2003-2008; Leadership & Management, 2005-2008; Content Buying, 2007-2008; Information Technology, 2003-2005; Pharmaceutical & Health Technology Division, 2003-2006.

SLA association wide activities

Professional Development Committee, Member, 2007-present.

Other Professional Activities

Olin College of Engineering Library Advisory Board, 2008-present; State Library of NJ LSTA Advisory Council, 2007; Charleston Conf. Co-creator, Juried Product Dev. Forum, 2004; Copyright Clearance Center User Advisory Group, 2000-2001; Co-chair AT&T Library Professionals Group, 1988.

Articles

Co-authored with Jay Bhatt (Drexel) "A Successful Collaborative Partnership Among the Faculty and Librarians at Drexel University with the IEEE," ASEE publication, 2005.



Presentations, courses taught

- Tips & Tricks on IEEE Xplore, 2001-2008+ (60+ sessions per year).
- IEEE User Groups, 2002-2008
- Marketing Your Collection, ACRL & Charleston Conference, 2007.
- Not Your Usual Librarian: Career Options, NJ SLA & PT SLA, 2003.
- E-journals Users & Usage – 3 Views, Charleston Conference, 2002;
- Econtent Contract Negotiating Panel, Amer. Assn. of Publishers Professional & Scholarly Publishing, 2001.
- Negotiating & Implementing Electronic Journals, NJ-SLA & NYC – SLA, 1998.

What do you think are the areas of growth and opportunity for SLA?

I believe there are two main areas of growth for SLA: non-U.S. information professionals, and librarians working in non-traditional positions and settings. For the first growth area, SLA needs to take a more worldwide view—such as providing more materials in other languages, and web conferences that are convenient for all time zones. For the second growth area, SLA needs to serve Information Professionals who are working with publishers, systems providers, consultants, and a multitude of traditional and non-traditional vendors. Too often, these professionals are joining other professional organizations with whom we should be more actively partnering – SCIP, ASIS&T, CILIP and NASIG, to name a few. We need

to provide reasons for them to belong and be active in SLA, as this is a growing job market for our profession.

How do you think SLA will be different in 5 years?

If we take advantage of partnering with other organizations and providing more virtual resources, we will TRULY be a global organization connected to many other professional groups. To be a more global and virtual organization, I believe we should investigate whether or not our state chapter structure is still viable. Because many of our members are stretched for time and their organizations are not funding professional organization activities, maybe we need to consider changing our meeting format. One solution might be to organize regional chapters by topic or type of organization, with regional quarterly or bi-annual full day on site meetings. Additionally, I think SLA should be providing more small business skills to our members as libraries need to operate like small businesses—accounting, business law, marketing, advertising, customer needs market studies.

What strengths do you bring to the Board?

I have continually held positions in traditional and non-traditional settings with an emphasis on training and marketing. This experience means that I am familiar with the growth areas that SLA faces globally, and will be able to address non-traditional Information Professionals. In addition, I will bring a marketing perspective to the Board's work. My focus will be to understand and articulate the benefit to our membership for every service or activity. My current job at IEEE allows me to contact and understand the concerns of many types of information professionals working in government, corporate, academic and vendor settings worldwide. I will bring their comments and ideas back to the Board, along with the trends that I see developing in information centers/libraries worldwide.

DIVISION CABINET CHAIR-ELECT

HOLLY CHONG-WILLIAMS

Employment

Division Chief, Search and Automation Support Scientific & Technical Information Center, U.S. Patent and Trademark Office, Alexandria, VA.

Education

MA, Asian Studies, University of Hawaii; BA, Asian Studies/German/Minor:History, University of Virginia.

SLA Chapter activities

DCSLA, Group Chair/Information Technology, 1993-1997.

SLA Division activities

Government Information Section of DITE, Chair Elect/Chair, 1998-2000; Information Technology, Membership Chair, 1998-1999; Information Technology, Government Relations Chair, 1999-2000; Information Technology, Treasurer, 2000-2004; Information Technology, Chair Elect, 2004-2005; Program Planners, Committee Member, 2004-2005; Information Technology, Program Planner, 2008.

Other professional activities

Patents Information User Group, 1990-present; NFAIS Newsletter Board, 1990-2000.

Awards, honors received

- Thomson Scientific, Outstanding Contributor Award, 2006.
- Thomson Scientific, President's Club Award, 2006.
- Thomson Scientific, Outstanding Contributor Award, 2005.
- Thomson Dialog, Circle of Excellence, 2004.
- Thomson Dialog, Circle of Excellence, 2003.
- Thomson Dialog, Circle of Excellence, 2002.
- Thomson Dialog, Circle of Excellence, 2001.
- Thomson Dialog, Circle of Excellence, 2000.



- The Dialog Corporation, Professional Services Division Award, 1999.
- The Dialog Corporation, Circle of Excellence Client Services and Training Award, 1998.

Presentations, courses taught

- "Patent Information Users Group 20th Anniversary," Patent Information Users Group Meeting, 2008.

What do you think are the areas of greatest growth and opportunity for SLA?

One of the best things I have learned from SLA is how to recruit and motivate volunteers. However, I have been fortunate to be in a Division that is very good at rotating officers and making sure that term limits are enforced. I think, as a whole, we need to do that more to encourage, and support, newer members to take on challenging positions within the Association. SLA has offered me leadership opportunities that I was not able to get in any of my previous jobs. By being active in SLA leadership, I have learned management skills that are helping me in my current job. We need to better promote the leadership opportunities.

How do you think SLA will be different in five years?

I think the Association is going to become more "virtual." Nothing will replace the annual meeting for its networking opportunities. But the creation

of blogs and the use of networking tools like "Facebook" are helping me teach my colleagues at work about what's out there. On a more personal note, it's helping me "connect" with my children, who have more time, and opportunity, to learn about these social networking tools. If it were not for my involvement with SLA, I probably would not be trying out all of these new things!

What strengths do you bring to the Board?

I think one of my greatest strengths is that when given the opportunity, I can build a good, productive team. I'm a big believer in "misery loves company"! All joking aside, I think that it's really important to build a team that works together. I work on many volunteer groups and the ones I enjoy the most are those where communication is open and honest. As many of my colleagues and friends know, I will work to move the entire team forward. The only way to do that is to communicate with people and make sure objectives are clear and understood. Being a leader is not an easy job, and not always pleasant. But it can be very rewarding, and that's the part I like!

DIVISION CABINET CHAIR-ELECT

ANN R. SWEENEY

Employment

Senior Information & Communication Officer/Webmaster/Librarian, EU – European Commission Delegation, Washington, DC, 15 years; Reference/Electronic Services Librarian, Alexandria Library, Burke Branch, Alexandria, VA, 6 years; Reference/Electronic Services Librarian, Fairfax Co. Public Libraries, Fairfax, VA, 4 years; Abstractor/Indexer, Cottonwood Systems, Arlington, VA, 1 year; Solo Librarian, National Academy of Sciences – Transportation Research Board, Washington, DC, 4 years.

Education

BA, French, University of Miami; MSLS, with honors, Concentration: Reference Services, Columbia University.

SLA Chapter activities

Washington, DC, Chapter—Member, 1997-present; New York, NY, Chapter—Documentation Group: Vice Chair, Chair, Secretary; Member, Business & Finance Group, Transportation Group, 1970-1975.

SLA Division activities

Social Science Division, Chair, 2002-2003, Chair-Elect/Membership 2001-2002, International Relations Roundtable Chair, 1998-2001, Public Relations Chair, 2004-2006, International Relations Section Chair, 2006-present; Legal Division, Member, 1998-present; International Information Exchange Caucus, Member, 2004-present; Transportation Division, Member, 1970-1975, 1999-2005; Business & Finance Division, Member, 1970-1975, 1999-2005; Information Technology Division, Member, 2000-2006.

SLA association-wide activities

Global Strategies Task Force, Chair, 2003; Public Relations Advisory Council, Member, 2004-2006; International Reception, Organizer, 1998-present.

Other professional activities

National Academy of Sciences,



Transportation Research Board, Committee on Library & Information Science in Transportation, Member, 2000-present; American Society of International Law, Electronic Information System for International Law, Editorial Review Group, International Economic Law, Editor; Nova Southeastern University Law School, ALWD International Citator Manual, Advisory Board, Member.

Awards, honors received

- SLA Member Achievement Award, Special Libraries Association, 2006.
- Beta Phi Mu (national librarians' honorary), lifetime.
- French, Spanish, Italian language honories, 1967.

Articles published

- "The Euro: Key Web sites." I. Anderson & A. Sweeney, *SLA Business and Finance Division Bulletin*, No. 111, Spring 1999.

Presentations, courses taught

Frequent speaker on EU information sources: Georgetown University Law School, World Bank/IMF Joint Library, American Society of International Law Librarians Group, Transportation Research Board Annual Meetings, SLA Annual Conferences.

What do you think are the areas of greatest growth and opportunity for SLA?

The areas of greatest growth and opportunity for SLA lie in the international

arena. I believe that, particularly in the developing world, SLA and its members have a unique and crucial contribution to make. We can extend to our colleagues in these regions our professional support, collaboration, resources, and experience. Further, SLA should probe areas of the world outside of North America for potential members. Also, SLA should exercise greater leadership and partnership within the profession to promote librarianship/knowledge management more broadly to the public at large and thus strengthen the universal image and perception of information professionals.

How do you think SLA will be different in five years?

In five years I envision a truly international SLA in both scope and membership. I anticipate that SLA will be a compelling leader in the profession and will have a much more publicly recognizable face. I trust that our profession will, through the efforts of SLA leadership and membership, become increasingly robust and secure while remaining at the forefront of technological developments. SLA should expand to work as an ever more powerful force within the information community.

What strengths do you bring to the Board?

Should I be elected, I vow to be a tireless, dedicated advocate for and representative of SLA divisions—the cornerstone, together with chapters, of the association. My term as DSOC Division Chair was baptism by fire, since I oversaw simultaneous creation of three sections plus merger with another division. My 30+ years' career as a librarian spans positions in international, federal, and state government agencies; university and public libraries; and private companies—encompassing electronic applications, reference, collection development, database creation, cataloging, abstracting, indexing, serials management, thesaurus construction, and solo librarianship. I am a self-starter and a diligent worker. I would bring to the board my energy, my enthusiasm, my passion.

DIRECTOR

JESSICA BAUMGART

Employment

Quality Assurance Engineer, Renesys, Manchester, NH; Information Resources Specialist, Harvard University's Office of News and Public Affairs, Cambridge, MA; Librarian (Project Assistantship), University of Wisconsin-Madison's University Communications, Madison, WI.

Education

MA, Library and Information Studies, School of Library and Information Studies, University of Wisconsin-Madison; BA, double-major in German and Religion/Philosophy, Newberry College.

SLA Chapter activities

Boston Chapter Bulletin contributor, 2001-present; Day on the Job Host, 2001-present; Logistics Committee member, 2000-2005; Co-chair or chair, 2001-2005; Professional Development Committee member, 2000-2002.

SLA Division activities

News Division, Conference Mentor, 2001-2004, 2006-present; News Division, Conference Planning Committee, 2002-2003; News Division, Director of Education/Professional Development, 2008-present; News Division, NewsliBlog contributor, 2003-present; News Division, News Library News contributor, 2000-present; News Division, Nominating Committee, 2003-2004; News Division, Vormelker-Thomas Student Award Committee, 2000-2003, 2008, Chair 2002-2003; News Division, Webmaster, 2002-2006; Solo Division, Mentoring Committee, 2000-2001.

Other professional activities

American Library Association, 2000-2006; American Society for Information Science and Technology, 2000-2006; BarCamp Boston co-organizer, 2005-; NEASIST Student Travel Award Jury, 2005; New England News Librarians Association; Harvard Law School's Berkman Center for Internet & Society Blog Group participant, 2003-; Co-moderator, 2004-; Wikimania



planner, 2006; Wikipedia Meetup Group coordinator, 2005-2006.

Awards, honors received

- Agnes Henebry Roll of Honor Award, SLA News Division, 2007.
- Berkman Center for Internet & Society Affiliate, 2005-.
- Chapter Achievement Award, SLA Boston Chapter, 2005.
- Marquis Who's Who in America, 2005.
- SLA President's Club, 2005.
- Feedster Developers Contest, RSS Tutorial for a Newbie and Feedster Search Documentation, 2004.
- Vormelker-Thomas Student Award, SLA News Division, 2000.

Articles published

- "The Scourge of Blog Spam," Virus Bulletin, 2007.
- "That was the year that was: A timeline of 2005-06," Harvard University Gazette, 2006. With Max Daniels.
- "The Increasing Utility of XML Feeds," News Library News, 2006.
- "An Olympian turnout at 'Champion' evening," Harvard University Gazette, 2005.
- "Bring Harvard University Gazette headlines to your desktop via RSS," Harvard University Gazette, 2005.

Presentations, courses taught

- "Building a Blog," Boston Center for Adult Education course, 2007.
- "Blogs, Wikis, and RSS Feeds in Your

Organization," Hudson Valley Chapter of the Special Libraries Association, 2007.

- "Corporate Blogs and Wikis," American Society for Information Science and Technology Annual Meeting, 2007.
- "Introduction to Web 2.0 for Scholarship and Networking," Open Society Institute Conference at Harvard University, 2007.
- "Blog Spam," MIT Spam Conference, 2007.

What do you think are the areas of greatest growth and opportunity for SLA?

The areas of greatest growth and opportunity for SLA come from tapping people in positions requiring skill sets similar to what librarians have, but are not necessarily filled by librarians. More of our colleagues are taking nontraditional career paths. As globalization makes the world smaller, we should raise efforts to communicate with librarians around the world.

How do you think SLA will be different in five years?

I hope SLA will embrace more information and communication technology to make things like virtual membership, taking courses, and attending conference sessions easier for people. SLA could leverage the power of its members and their ability to network by adopting some kind of social networking software, like what LinkedIn and Facebook offer. I imagine SLA's membership will include more nontraditional librarians and information professionals, too.

What strengths do you bring to the board?

As someone who has worked several jobs inside and outside of traditional librarianship, I know how SLA can be relevant to many people in a variety of positions. I have been involved in many different organizations and am familiar with many different styles of leadership and governance. My knowledge of information technology could be useful as SLA decides what to do with information technology in the future, as its members distinguish between trends might be the next big thing versus the ones that are passing fads, and more people trained as librarians take jobs in the technology sector.

DIRECTOR

MICHAEL KIM

Employment

Head of Cataloging & Metadata Services, University of Miami Libraries, Coral Gables, FL, 2008-current; Associate Professor/Assistant Cataloger, 2006-2008, Assistant Professor/Assistant Cataloger, 2000-2006, Oklahoma State University Libraries, Stillwater, OK; Student intern, University of Missouri-Columbia Libraries, 1997-1999; Lieutenant, South Korean Air Force Intelligence, 1992-1996.

Education

MLS, University of Missouri-Columbia, 1999; BA, Religious Studies, Sogang University, Seoul, South Korea, 1992.

SLA Chapter activities

Oklahoma Chapter (2000-2007)—President-Elect, 2007; Director, 2006; Membership Chair 2005; Florida Chapter—2008-present.

SLA Division activities

Information Technology Division, 2000-Current, Secretary, 2005-current; Online Bulletin b/Ite editor, 2002-2005; Information Systems Section Chair, 2001-2002.

SLA association-wide activities

Technical Standard Committee, member, 2008-current; Committee on Cataloging, member, 2004-2006

Other professional activities

South Central Voyager User Group Meeting, Conference Co-Chair, 2007; Oklahoma Library Association, Constitution & By-law Committee Chair, 2004-2006; Oklahoma Periodical Index Project, team leader 2005-2007; Organizer of six Library of Congress SCCTP workshops in Oklahoma 2002-2007; Mountain Plains Library Association, Technical Services Section Chair, 2005-2006; Serials Interest Group for Academic Libraries in Oklahoma (SIGALO) Programming Committee Chair 2003-2004; St. Johns Catholic Church, Web Editor, 2000-2007.



Articles published:

- SLA, Information Technology Division Online Bulletin b/Ite editor 2002-2005.
- "From Grant to Web site: Oklahoma Periodicals Index; Phase II" *Oklahoma Librarian*, v.53: no.2 (Mar/Apr 2003).
- "An Analysis of Visitations to a Digital Library Web site," National Online Meeting '99 Proceedings, 1999.

Presentations, courses taught:

- "From Alamo to Zydeco" co-presenter, American Society of Indexers Conference, 2005.
- "Oklahoma Cooperatives," Oklahoma Library Association Conference, 2004.
- "Cutting Edge Labeling for Books," SCVUG Meeting, 2004.
- "Surviving Systems Migration: Keep it simple," moderator, SLA conference, 2002.
- "Providing Access to Electronic Books from netLibrary," OLA Conference, 2001.

What do you think are the areas of greatest growth and opportunity for SLA?

Two areas: 1) Global outreach and 2) recruiting new members from different types of workforces and diverse cultural backgrounds in North America. Looking at the first, SLA has always been a global organization, but the composition of the current membership doesn't yet meet the expectations. I think global outreach and member recruiting around the world, particularly from the regions with booming economies and a huge growth of informa-

tion professionals, will be a great opportunity for SLA. Looking at the second area, I think the workforce in the information industry and library area has become and will become more culturally diverse. I think this area is a good opportunity for SLA to recruit more members and take advantage of their expertise and diverse cultural backgrounds. In return, SLA should be able to assist their professional growth and help them cooperate and network inside/outside the Association.

How do you think SLA will be different in five years?

I think the composition of the membership will become more culturally diverse. The effort of global outreach will bring more membership to SLA and will turn around the current trend of declining membership. We ought to reach out globally and embrace a new kind of workforce from diverse cultural background in North America. I am optimistic about SLA's capable volunteers and the strength and synergy they will bring. SLA will remain as a big agora in which information professionals can meet and share their ideas face-to-face or remotely. Currently, two thirds of our members cannot attend our annual conference. By utilizing online technology tools, SLA will provide ways to reach the members regardless their distances.

What strengths do you bring to the Board?

My professional career has grown with my involvement with the SLA. My major strengths are enthusiasm, flexibility, and the ability to make a difference with fellow information professionals. I am a consensus builder and a problem-solver who prefers pragmatic approaches. I served as Chapter president-elect in the Oklahoma Chapter in 2007. The chapter increased its membership by 24%. and was recognized as the chapter with the highest percentage increase of its membership for 2007. Now, I would like to help SLA's growth at the association level. I grew up and was mostly educated outside North America. I believe I can bring different perspectives to the Board and SLA leadership.

DIRECTOR

DANIEL LEE

Employment

Research Librarian, Navigator Ltd., Toronto, Ontario; Internet Content Coordinator, CIPS, Mississauga, Ontario; Research Coordinator, Knowledge, House, Halifax, Nova Scotia.

Education

MLIS, Dalhousie University, 2001; BA, Spanish and Portuguese, The University of Massachusetts at Amherst, 1998.

SLA Chapter activities

SLA Toronto—President, 2008; President Elect, 2007; Public Relations Chair, 2006; Editor, Directory of Special Libraries in the Toronto Area, 2004-present; Director, 2003-2005; Programming Chair, 2001-2002.

SLA Division activities

Leadership and Management, Partner Relations Co-Chair, 2008.

SLA association-wide activities

Innovation Lab, Member, 2008; Technology Review Advisory Group, Chair, 2005-2006; New Visions Task Force, Member, 2005.

Other professional activities

Canadian Lesbian and Gay Archives, Volunteer, 2003-present; Job Shadowing Program Mentor (Faculty of Information Studies, University of Toronto).

Awards, honors received

- SLA Diversity Leadership Development Program Award.
- Delegate to the Seventh Northern Exposure to Leadership Institute (NELI).

Articles published

- Yankee in Canada (Blog), <http://yankee-incanada.typepad.com/>, 2006-present.
- Directory of Special Libraries in the Toronto Area, The Courier, 2007.
- Technology Review Advisory Group, The Courier, 2006.
- SLA 2005: Mining the New Web for Information: RSS Feeds, Blogs, Social



Networks and More, The Courier, 2005.

- Operación Hagen (Operation Hagen) [Book Review], Críticas, 2005.

Presentations, courses taught

- Perspectives of New Info Pros: A Conversation, SLA Annual Conference, 2008.
- Embedded Librarianship and the Importance of a Solid Professional Network, Guest Lecture at FIS 1310, Introduction to Reference course. Faculty of Information Studies, University of Toronto, 2007.
- Consider the Alternative, Faculty of Information Studies' Alumni Association, University of Toronto, 2007.
- Life After School: Tips for Success, Faculty of Information Studies, University of Toronto, 2004.

What do you think are the areas of greatest growth and opportunity for SLA?

After five years of providing information services to a small business, I am convinced, more than ever, that small and medium businesses present a vastly untapped employment market for information professionals. Embedded librarians and solo practitioners can provide tremendous value to smaller organizations. To ensure the employability of our members long into the future, we need to create new roles as information professionals. An increased profile in the small and medium business sector along with a

better understanding of how to successfully deliver services to this sector could open up a large employment market to our members. Also, there is a tremendous opportunity for the growth of SLA's membership base outside North America.

How do you think SLA will be different in five years?

In five years, SLA's membership will have increased by 30% and more than one third of our membership will lie outside the United States. We will have captured the interest and attention of library school students and graduates who see and know the special library world as a path to employability. More of our members will provide their services outside physical libraries as sole practitioners and embedded experts working as part of project teams. SLA will continue to make strategic investments in technologies that support the valuable work performed by our volunteer workforce. We will see reduced investments of time in overhead administrative tasks in our units, reduced lag times in the training of new volunteers and an increase in an understanding of the uniqueness of how each unit operates. Every Chapter and Division will have benefited from five years of established and refined Best Practices documented in a wiki. Lastly, Leadership Summit will have been transformed. SLA's volunteers will learn through theory and practice to explore the various dimensions of leadership: style, vision, originality, risk, creativity, voice, perspective and more.

What strengths do you bring to the board?

Building my own information service from scratch in a small business forces me to constantly diversify my skills. I am a quick study and have broad volunteer experiences in SLA. I am also an energetic and motivated volunteer with a fresh perspective on SLA and the information profession in general. I am excited by change and never stop looking for new ways to solve problems. All this, plus a healthy sense of humor will make me an asset to the Board as a Director.

DIRECTOR

NETTIE SEABERRY

Employment

Director, Minority Business Information Center, National Minority Supplier Development Council, New York, NY, 1994-present; Research Librarian, General Books Division, Reader's Digest, New York, NY, 1986-1994; Head Librarian, Editorial Research Department, Reader's Digest, New York, NY., 1974-1986.

Education

MLS, Pratt Institute, Brooklyn, NY, 1987; BA, Marketing, Bernard M. Baruch College of the City University of New York, 1981.

SLA Chapter activities

New York Chapter—Diversity Leadership Development Committee Advisor, Nominating Committee Chair, 2000-2001; Past President, 1999-2000, President, 1998-1999, President Elect, 1997-1998; Outreach Committee, 1994-1997, Awards Committee, 1996-1997, Affirmative Action Committee member and chair, 1988-1992.

SLA Division activities

Leadership and Management Division, Member, 1998-present; Solo Librarians Division, Member, 1999-present.

SLA association-wide activities

Library Management Awards Committee member, 2003; Endowment Fund Committee Chair, 1998-1999; Endowment Fund Committee member, 1996-1998; Diversity Leadership Development Committee chair, 1994-1996; Spearheaded the Diversity Leadership Development Program, 1993-1994; Nominating Committee member, 1993-1994; Affirmative Action Committee Chair; 1989-1994.

Other professional activities

St. Francis College, Reference Librarian, 2002-2004; Diversity Leadership Development Program Mentor; New York Chapter, Diversity Leadership Committee Advisor, 2001-present.



Awards, honors received

- Professional of the Year in Minority Business Development, Cambridge Who's Who, 2007.
- Executive & Professional of the Year, Resource Media, Empire Who's Who, 2006.
- Dun & Bradstreet Award for Outstanding Service to Minority Business Communities, 2004.
- James Partridge Award for Outstanding African American Information Professional, 2002.
- Rose L. Vormelker Award, 2002.
- SLA President's Award, 1995.
- YMCA Black Achievers in Industry, 1992.
- Beta Phi Mu, 1988.
- Sigma Alpha Delta, 1981.

Presentations, courses taught

- SLA Solo Librarians Division Program, Presenter, Baltimore, 2006.
- Queens College, The City University of New York, Presenter, 2005, 2006.
- "Everybody Wins: Building Alliances for Greater Gains" SLA Annual Conference, 2000 (Video).
- N.Y. Chapter Career Day Presenter, 1994, 1995.

What do you think are the areas of greatest growth and opportunity for SLA?

I believe the implementation of the learning tools made available to the membership are an invaluable resource. SLA has taken and continues to take major

strides to ensure that we professionals are armed with the proper tools to keep us current with the changing environment. Finding the best and the brightest among SLA's membership, has been and continues to be an excellent source for growth. Recognizing and encouraging potential leaders within the organization should be a priority by way of outreach, partnering, mentoring and networking. Word of mouth is a powerful tool. As we do great things, others hear about them and want to become involved.

How do you think SLA will be different in five years?

The seed has been planted to "think outside the box." Another theme "innovation." Technology is transforming the role of information professionals as completely as it is transforming industries, products, customers, customer relationships and strategic thinking to name a few. We must continue to be risk takers who acknowledge and reward creative efforts. As we continue to move forward, opening new doors, doing new things, taking risks, we'll continue to create new paths.

What strengths do you bring to the Board?

I bring a number of strengths reflective in the Competencies for Information Professionals of the 21st Century. I value diversity and believe in the power of networking. I am confident in my abilities, but not afraid to recognize, and commend others who possess and can bring valuable skill sets. Flexibility, adaptability and a positive attitude are important traits needed in this profession. I can take the helm, but am just as comfortable being in a "team" environment, recognizing the importance of fostering the spirit of teamwork. And a good dose of humor is always important. I ask these two things: 1) Does the Board reflect the community with respect to age, gender and ethnicity? 2) Does the Board contain representation from those whom it serves? I believe it would be essential that I do my part to address these questions, and that many of the strengths I possess will serve me well.

Northwest Passage

WHEN NOT TRYING TO DRAG CHEMISTS INTO THE 21ST CENTURY, THE KALAMAZOO NATIVE AND HIS WIFE ESCAPE TO THE ALASKA FRONTIER FOR THEIR OTHER PASSION—DOG SLEDDING

BY FORREST GLENN SPENCER

Chemistry is the science of transformation and the reactions of substances and properties. It's an ancient profession—born out of alchemy—and one that affects every aspect of our daily lives. Kalsec Inc. in Kalamazoo, MI, uses chemistry to blend spices, herbs, hops and vegetable extracts to produce the tastes America equates with products such as beer, burgers and bacon. The company's customers are found in the food, beverage and pharmaceutical industries.

In business for nearly 50 years, Kalsec is one of America's premier corporate entities, and, like many other companies, it had a physical library to store a half century of disparate research results, industry information and technical references. The library had a collection of about 1,200 books, and subscribed to some 100 different serials. Most were science publications by the American Chemical Society and Elsevier.

"Kalsec is located five minutes from downtown Kalamazoo on a farm-like

atmosphere," says knowledge manager Ken Wheaton, an SLA member. "We still have horses, and what used to be the hog house is now a small lab. The library was located in a double-wide trailer out by the warehouse, out of site and out of mind. It took a lot of grabbing

the bull by the horns to keep it going over the years."

As in many other companies, Kalsec's physical library is being replaced with digital resources. Knowledge management is bringing Kalsec in-line with contemporary practices of information

Kenneth R. Wheaton

Joined SLA: 2003

Job: Knowledge Manager

Employer: Kalsec, Inc.

Experience: 15 years

Education: Bachelor's in Biology/Chemistry, Western Michigan University; MLIS, University of Wisconsin-Milwaukee

First Job: Quality Control Computer Center internship at Upjohn Co. (now Pfizer, Inc.)

First LIS Job: Assistant Librarian at Kalsec, Inc.

Your Biggest Challenge: Shedding old industrial-age and cultural baggage to better align my work-life balance sheet. Then, setting an example and coaching others to do the same.





Doing what he loves best: Ken Wheaton dog sledding on Alaska's North Slope in April 2007.

storage and retrieval. And, as Ken is learning, it's not an easy or always well-received practice.

The Paradigm Shift

"My charter has been to lead project teams in the design and creation of a cohesive internal knowledge portal," says Ken. "With the assistance of Art Murray from Applied Knowledge Sciences, our goal was to transform a traditional organization into a knowledge-sharing enterprise. The KM team's first initiative was to look at the process of how the company goals and objectives were being communicated down in the previous year—what worked and what didn't work—and use that as a guide to improve knowledge fulfillment. Knowledge management lies within that cycle of capturing, sharing and the application of those goals and objectives."

The transformation, from a corporate library into a knowledge repository, is one that is not without natural resistance to change. Interestingly, the resis-

tance that Ken is facing is from the very members of the company—mainly, the chemists—whose work involves change and transformation.

"They resist the way information is collected, stored and distributed," he notes. "Because they are used to hard-copy data and reports, the paradigm shift to digital media hasn't been easy. We're working with them to simplify information access, and at the same time give them tools that allow them to access the information they need in a format they can use. In addition, we've tried to present screens that are similar to the hard-copy reports they're used to, so the shift isn't as dramatic as it might be."

At one point, Ken had a staff of four in the corporate library: one to conduct literature searches, a temp worker to scan material, himself and his assistant. But corporate realignment had its way, and now it's just Ken and his assistant. Ken is always looking for ways to be cost-effective in knowledge management, while getting chemists to talk to chemists and share their data.

"The company has grown quite a bit," he points out. "In the last few years, we have had a new lab expansion and hired new people in R&D, our core function. We've reorganized, and I report directly to the quality director, who reports to the president. The key will be to position this new technical staff so they don't create their own knowledge silos. Lately, I've been working with other areas in the company to see how we can improve the repository of corporate knowledge through KM."

One of most difficult obstacles has been the mindset that equates what Ken calls "information hoarding" with job security. "The more people can get together and share their knowledge, the more innovative and competitive they can be. Information hoarding is a corporate culture that takes time to change. And there's a lot of resistance. You have to be patient with people and not force change. It's getting people working together, learning from each other and sharing common goals and successes that makes change work. Collaboration, not competition, is the key."

Re-Inventing the Library

Ken and another team engaged in a project to re-invent their old hard-copy library as a knowledge management system. They purchased a very tailor-able Lotus Notes-based system called NOTEbooks. With it, they turned databases—technical reports and internal information—into a cohesive knowledge repository that can be accessed in different manners by different organizations in the company. This was an essential component in the effort to transition from a traditional repository for books and serials to a source for collaborative information sharing. And as this team works on this system, the traditional Kalsec corporate library is being phased out, with the exception of some reference books that will remain on the shelves.

“These books are very expensive and highly used,” Ken explains. “But we’re reducing their overall shelf space, with the serials administration function the next to be phased out, to be replaced with table-of-contents services. Our research services, which have always centered on literature searches, are now co-sourced by an expert team out of state. We spend more energy building systems to help our researchers use our corporate knowledge. We believe knowledge management is a better tool than the traditional library. Technology is changing too fast for old style library methods.”

He adds: “The information we are now providing tends to be more current and more relevant than what we were doing in the past. We’re also in the early stages in using this software to develop databases on Lessons Learned—as you go from one project to another, applying what you learned



Ken Wheaton teaching knowledge management. He believes knowledge management is a better tool than the traditional library. "Technology is changing too fast for old-style library methods."

from a prior project that’s going to save you time on the next one. We have several technology projects that are in the early stages, but our biggest one has been to improve the capturing, sharing and application of the company goals and objectives. And they’ve been successful, despite our limited resources.”

Aligning Technology and People

Ken has been employed with Kalsec for 15 years. He was hired as assistant librarian. The corporate library in the early 1990s was small and traditional, with nominal computer systems, with shelves of books and magazines available in circulation.

“There were external databases for literature searching and that was about

it,” he recalls. “I came in with an IT background. So, we put in a relational database to build a book catalog and help automate some of the library’s administrative processes. As we got bigger, we started doing more consulting, helping various groups in the company as they built their own departmental pockets of information. But valuable information was sitting in people’s file cabinets that nobody knew about. That opened a lot eyes. The library started out as a *funnel* for these disparate cells of information, and eventually was given the charter to organize them. From there, I progressively became library supervisor and gradually took on the mantle of knowledge manager.”

Ken described that the best way he and his teams met the changes these past 15 years: “The key has been to make sure the technology that you have aligns with your people and their business processes. Get people involved. I think that’s the real key. A lot of people buy technology and then force it on people. That just doesn’t work. You’ve got to get people and processes in alignment, then look at your technology. I brought in a KM expert to help us deal with change. Some groups receive change well and others have not. It’s

FORREST GLENN SPENCER is President of SpencerConnects LLC, an information service and public relations company based in the Washington, D.C., area. He can be reached at fgspencer@gmail.com.



the culture. I've been told it's all normal. People resist change, and you have to work with those people and eventually they'll see a buy-in. Some people take longer than others. It helps that I believe in what I'm doing, and what's best for the organization. That's what keeps me going. While it's hard sometimes, I believe I'm doing the right thing and must keep trying to work with people and help them see how it's going to benefit them in their jobs and within the organization. It takes some patience."

Iditarod Dreaming

When not trying to drag chemists into the 21st century and promoting SLA, the Kalamazoo native and his wife escape to the Alaska frontier for their other passion—dog sledding.

"I have always had an interest in it," he says. "We volunteered many years for races in the Upper Peninsula of Michigan. Through networking, we got to know a person in Alaska and she does the Iditarod every year; in fact, she won Yukon Quest in 2000 and she's been a top 20 finisher in the Iditarod since then. Her name is Aliy Zirkle. We go up and help her whenever we can. We have taken trips with her. Last spring we went to the Arctic National Wildlife Refuge on Alaska's North Slope and it was beautiful. I also have a small sprint team of six dogs from her kennel. I do sprint racing in the Upper Michigan. My dream is to complete the Iditarod one of these years before my bones get old and brittle."

Education and SLA

Ken earned his MLIS from the University of Wisconsin, Milwaukee. He earned his B.S. in Biology with a Minor in Chemistry from Western Michigan University in Kalamazoo. He has had a number of IT jobs that combined his science background, including one with a major pharmaceutical company, a local university and another in public health.

"When I saw this opportunity at Kalsec I knew it was going to be a good fit," he says. "I immediately started working

on my MLIS, which the company supported. Kalsec has been a good place to work. They're good about training and supporting you."

Ken joined SLA 2003. He was introduced to the association through a vendor: "Leslie Burke from EBSCO, our serials management service, introduced me to the association. I used to network with other area pharmaceutical librarians and saw the value of SLA by talking with them. I'm glad I did. I've networked beyond my region, worldwide, and I've learned a lot—attending the national conferences and talking with individuals. I met our KM consultant from Applied Knowledge Sciences there, and also found NOTEbookS, our ILS vendor there, too. It's been a very helpful association in terms of learning and meeting a lot of people going through the same challenges we've had."

But changes in corporate libraries based in Michigan involve more than going from the analog to the digital age. Michigan in the last several years has experienced high unemployment and realignment or downsizing of their economy across all industrial sectors, and such loss has reflected in the consolidation of SLA chapters in the Great Lake state. "The mid-western culture is known for its resistance to conflict and I feel it has interfered with the making of quality decisions and progress," he notes. "I have seen this in my profession as well. There used to be a Western/Upper Peninsula chapter and another chapter on the east side of the state. We recently merged due to these job losses."

Ken has served as a membership chair, treasurer and director for Western/Upper Peninsula. He was involved in many programs through the state to help boost membership. He also served on the Michigan Library Consortium's Directors Forum.

"I made the rounds and talked to a number of people in corporate libraries who were not members. We found that a lot of people weren't members because their organization wouldn't support it and they really couldn't come up with the membership dues. I ran into

that. There were a few people who were totally unaware of SLA. We worked hard to build awareness of our existence. We even did a survey to see what we could do to help people."

Ken believes the key to success in this profession is being willing to change: "If you're not willing to change you're not going to grow. You've got to lead the change. You've got to break down information barriers, and sometimes that means changing corporate culture and challenging the status quo. It's a real challenge. But to be competitive, that's where you need to go." **SLA**

From The Desk of Forrest Glenn Spencer:

As this story was being prepared for the printers, Ken Wheaton notified me that he had accepted a position with the Alaska State Court Law Library in Anchorage, and that he will be working with Alaska State law librarian and SLA member Catherine Lemann. "It is a dream come true both moving to the state I love and in my profession," he beamed. "There is a number of court libraries scattered across the state in some very remote villages. I have been employed as a Web services librarian, managing the content, appearance and utility of the court and library Web sites. I will be participating in the planning, development, implementation, and support of current and emerging technologies all within a view of Denali on a clear day." Ken said he was very well coached for this job by friend and mentor Cindy Hill, a former president of SLA, from designing his résumé to preparation for the interview. "As I begin a new chapter in my life I plan to remain very active in SLA, and will transfer from the Michigan to the Pacific Northwest Chapter."

Knowledge Services: The Practical Side of Knowledge Management

WITH KNOWLEDGE SERVICES, INFORMATION PROFESSIONALS ARE “PUTTING KM TO WORK” (PART 2)

BY GUY ST. CLAIR AND DALE STANLEY

In Part 1 (June 2008 issue of *Information Outlook*), the authors defined knowledge services as the convergence of information management, knowledge management and strategic learning, describing how today's information professionals use knowledge services to provide the highest levels of service delivery for their identified clientele. In Part 2, the authors describe how, through the application of established change management procedures and the development of the organizational knowledge nexus, knowledge services—as a management methodology—enables the practical side of knowledge management and creates business value for information, knowledge and learning in the larger organization.

Information management, knowledge management and strategic learning converge in knowledge services, enabling the highest levels of service delivery by those information professionals who lead the effort. Indeed, it is through knowledge services that the business value of knowledge is established within the company or organization, resulting *higher-level* research, *strengthened* contextual decision making, and *accelerated* innovation, the natural and on-going building blocks (we might call them) of organizational effectiveness.

Not so coincidentally, the role of the information professional is strengthened as well, as that knowledge worker finds himself or herself performing in a workplace that acknowledges and provides the foundation for knowledge development and knowledge sharing (KD/KS) in the organization. It is a much-desired leadership role for the information pro-

fessional (Fig. 1), one that supports the framework of the knowledge culture for the larger organization.

How does this happen? What role does the information professional/knowledge worker play in establishing this knowledge culture, and what are the specifics of using knowledge services as the methodology? As we move from the theoretical of KM to the practical of knowledge services, a first example might look at the much-described embedded information specialist approach, a KD/KS technique that in the early days of knowledge services was called “insourcing.” First identified as a specific technique in the pharmaceutical and mass entertainment (read “theme parks”) industries, insourcing happens when a specific product development team or other working group brings a member of the information staff on the team. The embedded information professional is



identified as and performs as a regular member of the team, working as the team's information/knowledge/strategic learning specialist. He or she works with all team members and at all levels to ensure that they are using the best applications for managing the information they need to use, that they understand how to share that information, and, as strategic learning comes into the picture, not only sharing the information but working with fellow team members as the information transitions into practical, useful and tangible knowledge for the success of the team in completing its work.

A second example takes us to the other end of the knowledge services spectrum, to a large multi-national organization that has, through a variety of iterations, evolved from the rather unsophisticated but well-meaning (and well-funded) organization it was 60 years ago, when it was created to sup-

port research in its field. As it happens, much of the organization's present work continues to require many of the same approaches that were required throughout the organization's history. For this organization, it has been clearly established that without a combined structure for managing information and knowledge related to prior projects (without, for example, a single entry point for similar projects completed over the years), and without a commitment to strategic learning to ensure that prior knowledge is available, the organization is facing an unwieldy and awkward future. Whether that prior knowledge is structured knowledge (i.e., captured in published documents, project reports, organizational archives, etc.) or unstructured knowledge (i.e., informal documents, digitized files, correspondence, the memories of people who worked on the projects, etc.), it is an important organizational asset and it

needs to be available for the future. In this situation, the convergence of the three elements of knowledge services—working together as an over-arching management methodology and service delivery framework—enables the organization to provide a single methodology that will, in fact, enable the company to avoid that difficult future and continue its good work with developing societies.

In a third example, we have a very different organization—a medium-sized specialty chemical firm that has taken advantage of a structural re-organization to create an operational function that combines the corporate library, a knowledge sharing group, a strategic learning group, and a function devoted to internal communications. While still new, this combined function is finding opportunities for integrated approaches, with “integrated” in this case having two distinct aspects. First, the combined efforts of the library's



Figure 1. Knowledge development/knowledge sharing (KD/KS) provides a critical leadership role for information professionals.

expertise with external information and its very good customer approach were put together with the organization's knowledge-sharing technology expertise. Then, in a second integration, that combined activity was further matched up with knowledge delivery expertise in the learning and graphics production groups. Together, this integration activity results in a comprehensive and high quality application for the customer. Additionally, there are even more benefits, for in this case the integration approach has been structured to connect this knowledge-sharing expertise with the business processes of the client group, resulting in the design of a knowledge-sharing system for process development that involves recommendations for changes in the actual workflow of individuals. Thanks to sponsorship from management, ensuring that the changes were actually undertaken and not simply talked about, the inherent synergies of the combination of functions—integrated together in a package that provides high-value realization and quality—ensures adoption by the customer.

The Knowledge Culture

We can see the value of an enterprise-wide culture in these examples. When the role of knowledge as an organizational asset is recognized and exploited, and the successful imple-

mentation of a knowledge services solution can lead to the success enterprise management is seeking, we are in that desired state Kenneth J. Hatten and Stephen R. Rosenthal refer to with their version of the knowledge culture (which they describe with a slight semantic twist as the "knowing culture").¹ Hatten and Rosenthal urge individual knowledge workers—among whom we would include information professionals, particularly those with the leadership capacities—to "prepare for change by increasing our awareness of what we do or do not know." In doing so, knowledge workers and information professionals learn to deal with the two types of knowledge that enable that preparation: "the knowledge you need to boost your performance when you know your organizational objectives [and] the knowledge that will help you define new objectives and the strategies to pursue them."²

In the embedding of knowledge workers into specific projects, in the development of single points of entry for enterprise-wide access, and in the integration of information, knowledge and strategic learning delivery for higher-value service delivery, it was recognized that in the larger scheme of things in each parent organization there was a need to "do something" about knowledge transfer, that KD/KS as an operational function was not performing at its best. As various discussions among the

several stakeholders were initiated, and with everyone understanding that the solution would of necessity be context-specific, the intellectual explorations began to unfold. In most cases, the discussions would have suggested a number of practical, "real-world" ideas, goals, objectives, solutions (even, perhaps, a few desiderata—"wouldn't it be nice if we could...?"). As these were winnowed down, and as resource allocation, staff time and other enablers and/or barriers were identified, it would have become clear that there were solutions that could be pursued, solutions which would involve attention to how information, knowledge, and strategic learning are converged and how, in that convergence, practical and workable solutions could be sought.

Making the Change

On the printed page or computer screen, these situations look nice, and the apparent ease of transition from idealized and theoretical KM to the practical, day-to-day workings in each situation appeal to the tidy and methodical perspective that many of us bring to our work. But there is a different side to the story, and it must be given attention.

Organizational change is hard. While it is often not too difficult to articulate a new strategy or a re-structuring, or to demonstrate the potential value of a desired result (as described earlier in

those references to the pleasant intellectual discussions that take place), bringing any change into an organization is going to be difficult. Hopefully, concepts and ideas like those described in essays like this are helpful, but even when they are, we are forced to wrestle with dealing with change management and change implementation in our specific organizational environments. What is hard—indeed, the hardest part—is getting the larger organization to understand the value of the change and to then accept the change as it becomes part of the organizational effort. As we speak about so often (almost unendingly in the management community), people and organizations just naturally seem to resist change. Nevertheless, if information professionals and knowledge workers truly desire to participate in the process of moving the organiza-

tion to a knowledge culture, and, indeed to lead the process (which they should do), there are steps we can take:³

- Define the change. If we are not sufficiently clear and precise about what will be required (not just the desired end result but the activities that will be needed to achieve that result), it will be far too easy to resist or passively avoid any desired change. In terms of moving to a knowledge culture, to establishing a KD/KS framework for the knowledge transfer process in your organization, let the concepts and specific roles described here provide you with talking points, a basis for articulating the specific changes you desire to the people who can help you initiate change.
- Find your sponsor. Before you begin, ensure that you can establish strong sponsorship for whatever change will

be required. Despite the verbiage that supports “grass roots” ideas and discussions about “demonstrating feasibility,” there is a strong need for an advocate or champion (or several) to take a stand. Additionally, that person or group of people is going to be required to move from simply championing the change (“that’s a good idea”) to actual participation (“what you’re proposing will impact my work—I’ll support it, I’ll tell people how this helps me and the company, and I’ll reinforce the change”). Usually, there is a point in the change process where people’s behaviors and decisions need to be influenced on a substantial scale. That cannot happen unless there is leadership buy-in, and a commitment to buy-in that is expressed in the words and actions of enterprise leaders.



Figure 2. Specialist librarians and information professionals can lead the move to an organizational knowledge culture ... if they understand the basics of change management.

KM/KNOWLEDGE SERVICES IN THE ORGANIZATION

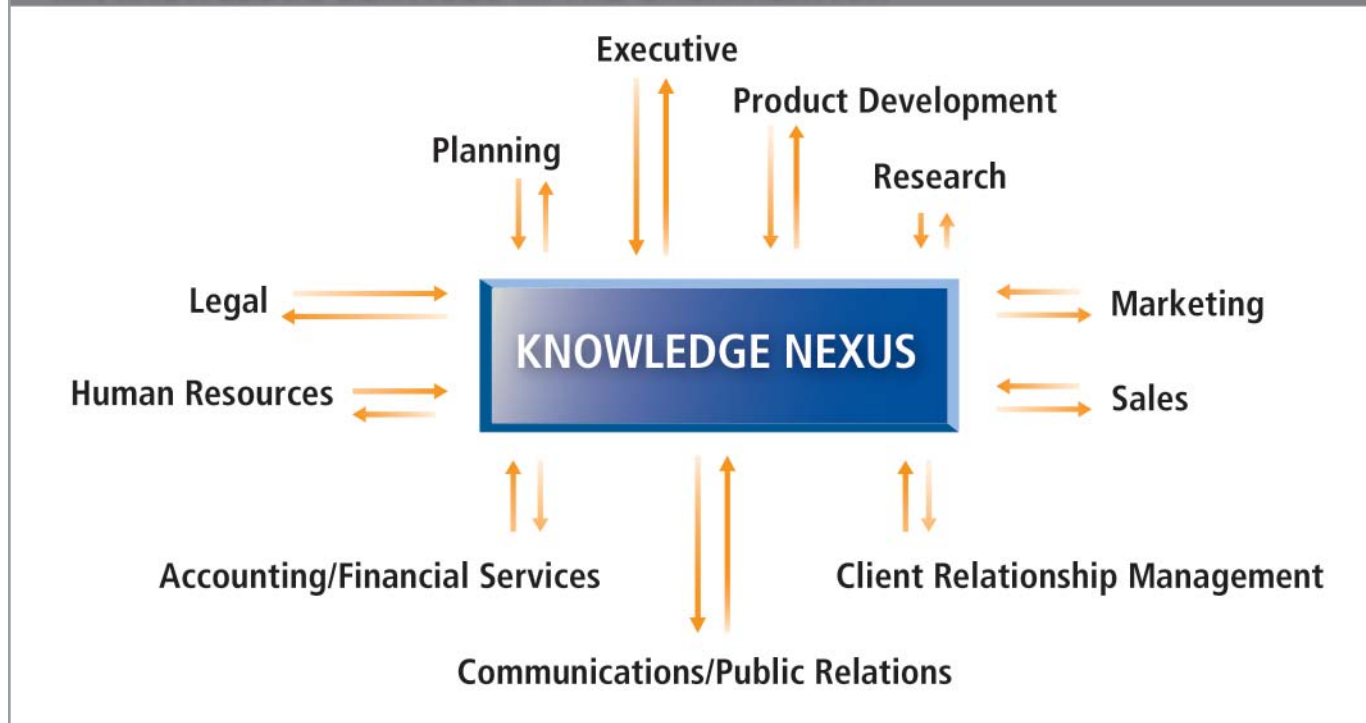


Figure 3. Regardless of the type of organization, the development of an organizational knowledge nexus ensures enterprise-wide knowledge services delivery.

- Create alliances and change agents. The organizational shift to a knowledge culture is initially the result of an alliance (or in many cases a group of alliances). Utilize the various elements of the many definitions of KM that fit your situation, match them with information management and strategic learning in knowledge services, and work to establish a KD/KS environment with knowledge services as your management methodology and service-delivery focus tool. Then integrate those alliances. Start with like-minded functional leaders and thought leaders in your organization and join with them, working together as change agents and identifying areas where you and they share concerns related to the full range of information/ knowledge/strategic learning interests. Look for areas where knowledge sharing is needed but is not taking place or not working well, and engage with these colleagues to come up with integrated solutions. The end result will benefit all business

units in the organization, realizing an enterprise-wide holistic solution.

- Finally, be wary of quick fixes and reactive responses. (Not to be confused with quick wins as incremental steps towards the overall objective, as these can be powerful change forces.) When there is an established desire for improvements in the knowledge transfer process within the organization—leading, perhaps, to the beginnings of a knowledge culture—many of the players (including sponsors) naturally start to look for mere tools or techniques. What you will hear is “Ah, hah! Now we are ready for KM/ knowledge services. Find me the best

software application and let’s make this happen!” Be careful, it’s not just about software. (Fig. 2.)

Keep in mind that at this juncture in the knowledge services process you will be required to reiterate to your colleagues and your organization’s leaders that culture shifts require new ways of doing work and new ways of relating to stakeholders in the enterprise, and in addition to strong reinforcement from sponsors, you will require a variety of approaches and tools. Understand clearly that you will need a comprehensive approach that involves the spectrum of KD/KS solutions and the



DALE STANLEY is Director of Literature Resources, Gilead Sciences. He can be contacted at Dale.Stanley@gilead.com. Both serve on the Board of Directors of SLA’s KM Division and are facilitators for the SLA Click University/SMR International Certificate Program in Knowledge Management and Knowledge Services (<http://sla.learn.com/learncenter.asp>).

integration of appropriate functions and approaches. With such an approach, you can position yourself to ensure higher value realization and smoother change management, resulting in real, sustainable change for the larger organization. This is the hard work of knowledge services. Putting knowledge management to work and using knowledge services to enable your practical solution is hard. But it can also be said that putting knowledge services in action is the most rewarding part of the entire effort.

The Knowledge Nexus

We conclude with a cautious prediction about knowledge transfer in the future, envisaging an organizational structure for knowledge transfer that is successful in aiding the organization in achieving its organizational mission. This knowledge transfer process will occur in an organizational environment that of necessity will be established as a knowledge culture.

We also predict that in this environment the role of specialist librarians, information professionals and other knowledge workers will be one of knowledge leadership, based on their knowledge expertise and their willingness to assume a knowledge leadership role for the larger organization, i.e., managing the organization's knowledge services function. In whatever way that function is currently structured or otherwise implemented in the organization, it will be strengthened if it is shaped to serve as a centralized function, a knowledge "nexus" or a knowledge "hub" for the larger enterprise (Fig. 3).

Today's knowledge workers/knowledge leaders are the professionals who

are best qualified to manage this function. Ideally, this operational function will assume formal responsibility for all information, knowledge, and strategic learning development, management, and delivery for the larger enterprise. This centralized "nexus" function will be, indeed, a function. It will probably not be a space or a "place" (unless, as an operational function, it has responsibility for maintaining a collection of artifacts such as books, bound journals, and the like, but that is another story). In our ideal scenario, the knowledge nexus—the knowledge services delivery function—plays a comprehensive and holistic role for the entire organization, and makes a tangible and measurable contribution to mission-critical success. Even in complex organizations, or in organizations that cannot support such a commanding role for a knowledge-focused operational function, the power of such an integrating and visionary philosophy can effectively move traditional "reactive" service delivery (and even "proactive" service) to higher levels of organizational impact. It is a strategic approach that not only allows the natural synergies among the service functions that are the elements of knowledge services (information management, knowledge management, and strategic learning) to succeed. Indeed, with this approach there is the added opportunity of taking on a more interactive and integrated function across the larger enterprise and (perhaps more important) an integration opportunity with specific business processes. In fact, the more of this latter integration there is, the more progress the enterprise can make towards building that knowledge culture to which so many organizations aspire. It is a scenario

that today's information professionals and knowledge workers can envision for themselves and, with considerable enthusiasm, work toward achieving.

For information professionals, specialist librarians and other knowledge workers, the future looks bright. They are, or will become, the knowledge thought leaders, knowledge consultants and knowledge coaches for their parent organizations. They recognize that putting KM to work is critical to their own and their organizations' success, and they delight in bringing a practical approach to their work through the convergence of information management, knowledge management and strategic learning. As organizational leadership and management come to understand the relationships between quality in knowledge transfer and organizational success, knowledge services—as an operational function—will become the route to that success. And those information professionals, who are prepared and ready to play their part, will lead their organizations in the creation of knowledge value through KD/KS. **SLA**

FOOTNOTES

¹ Hatten, Kenneth J., and Stephen R. Rosenthal, "Reaching for the Knowledge edge: How the Knowing Corporation Seeks, Shares, and Uses Knowledge for Strategic Advantage," New York: Amacom/American Management Association, 2001.

² *Ibid.*

³ The techniques offered here are standard human change management principles. For example, interested readers might refer to Conley, Chip, "How Great Companies Get their Mojo from Maslow," Wiley, 2007, which relates Maslow's hierarchy of need to change management, a connection with particular resonance as information professionals and other knowledge workers seek to prepare themselves for their profession's future role in society.

GUY ST. CLAIR, a Consulting Specialist for Knowledge Services at SMR International, New York, NY, is a past president of SLA. He is the author of *SLA at 100: From Putting Knowledge to Work to Building the Knowledge Culture*, to be published during the SLA centennial year. He can be contacted at guystclair@smr-knowledge.com.



Operating as a Self Managed Team

AT THE CENTER FOR CREATIVE LEADERSHIP MOST DECISIONS AFFECTING THE LIBRARY ARE IN THE HANDS OF A SELF-MANAGED TEAM

BY JEAN VOLLRATH

When the Center for Creative Leadership was founded in 1970, research and innovation were so central to the Center's mission that the fifth employee hired was a librarian. Under his direction, the library led innovation efforts with the Center's first computers and later the Center's first intranet. This same spirit of innovation continues as the library has become the Center's first self-managed team (SMT)—and, up to now the only one.

The Center for Creative Leadership, based in Greensboro, NC, is a global non-profit organization dedicated to advancing the understanding, practice, and development of leadership for the benefit of society worldwide. Its primary focus is leadership research and education. The Center's library serves more than 500 staff members on five campuses across North America, Europe and Asia with reference services, a highly-focused collection of print and electronic resources, and custom databases developed by the library staff to support research in the leadership field.

The use of teams as a management tool has been a focus of the Center's research over the years, and a number of teams function within the Center. But it was not until we faced a staffing shortage created by the extended medical leave of the library director and the impending maternity leave of another staff member that a decision was made to establish the library as a self-managed work team.

The idea of a SMT as a management strategy arose from the Total Quality Management (TQM) movement of the 1980s, which was modeled on the business culture in Japan. A self-managed team is a management structure that is flat, not hierarchical, so that the team as a whole takes over the managerial responsibilities formerly held by supervisors. A cornerstone of the TQM philosophy, worker empowerment, was supposed to result in increased worker motivation, commitment, and productivity. It was also anticipated that a SMT would be more nimble and responsive to change, more capable of innovation, and, therefore, provide better customer service and with greater efficiency in a

highly competitive business environment than traditional management structures.

The field of leadership development in which the Center exists has become highly competitive in recent years. The Center's reputation is based on its ability to provide training derived from high-quality research, and the library is integral to supporting the Center's researchers and faculty to that end. The library needed to remain nimble, responsive, innovative, and efficient in the face of its staffing challenges. So in late 2005, the library became the Center's first fully self-managed team.

Transition to SMT

The library's transition to a SMT, however, was one of those "life happens" events. Our new staffing shortage occurred two years after we were downsized yet our vice president issued a directive to be more innovative, push out more services, network and build more social capital within the organization, and do it all with no additional funding or staff. We fondly refer to that time of transition as "changing the tires while driving the car."



Suddenly, each person in the library had an equal stake in the governance of the library. As a team, everyone had to contribute to determining what work needed to be done. Everyone had to participate in getting the work done. Everyone carried the responsibility for helping the library become more innovative, and everyone had to participate in changing the visibility and perception of the library. And the team as a whole had to cultivate a new working relationship with the new boss two levels higher in the organization.

As it stands now, most decisions affecting the library—except those involving human resources and payroll—are in the hands of the library team. While team members have unique job

descriptions and undergo individual performance assessments with our boss, all members participate equally in decisions that affect the library as a whole, such as planning the budget, setting group goals, developing creative staffing alternatives to meet workload demands, exploring new initiatives, and collaborating on special projects. The team meets weekly to undertake these activities and monthly to report to and receive feedback from upper management.

In order to accomplish the library's goals and build team effectiveness, each member relies on a set of "behavioral tools." These include mutual respect, individual responsibility, a willingness to be open, a willingness to change, lots of celebrations, a good

sense of humor, and communication, communication, communication.

To meet management's directive to innovate, push out services, and build social capital, the SMT displayed its nimbleness and creativity through a number of new initiatives. The first was to create a more welcoming atmosphere by propping the library doors open and putting themed displays in the foyer. Then, we opened a new library kiosk across campus for additional displays. New webcast tutorials enhanced our 24/7 service on the desktops of Center staff around the globe.

To increase our global service, we launched The Global Press Summary, a daily report on regional and client news. It soon expanded to include bi-weekly editions on business trends and activities in the field of executive education. Thirty-seven years of the Center's archives of photos and historical documents were organized, enabling us to create a museum-quality display of the Center's history throughout the library.

Additionally, we recruited an Advisory Board to give us feedback on patron needs and to test new resources. A new

JEAN VOLLRATH was an intern at the Center for Creative Leadership in Greensboro, NC, while completing her MLS requirements at East Carolina University. She graduated in May 2008.



LESSONS LEARNED SINCE BECOMING A SMT

"Being flexible is key to making the group work. We're constantly reassessing our work assignments, goals, etc. Sometimes there's a need to redistribute – you can't say, 'That's not on my job description.'"

Felecia Corbett



"Being a member of a SMT means having the ability and opportunity to work with others in an environment of respect, understanding and enlightenment. It means expanding on education initially received in a classroom and deepened through experience and an exchange of ideas."

Chris Arney



"The primary benefit of the current team structure is that it creates an incredibly nurturing atmosphere for creative thinking. Each meeting becomes up a brainstorming session. New ideas and streamlined procedures result. Also, a genuine respect and affection for each other allows all members to feel free to contribute."

Jean Vollrath



"I believe the view of our role in the organization has shifted, which is amazing—that we could really transform many people's views, through our actions and attitudes in such a short amount of time."

Marie Tretiakova



"I'm proud of our unique position in an organization dedicated to leadership development. Other Center groups hold us up as an example of shared leadership working and succeeding in the real world."

Mary Schwartz



"Other people in the organization have often said to me, 'You folks in the library look like you're having so much fun, and you all keep coming up with such creative ideas that benefit CCL.'"

Cynthia Bower



"Though our traditional structure worked well in the past, our new arrangement has positioned us to ride the wave of constant change instead of resist it. The collective creativity and commitment of the group is invigorating and rewarding to be a part of."

Peggy Cartner



collection of audiobooks and iPods was made available for staff to use while traveling. We further enhanced the collection with training games and feature films that contained leadership lessons.

We also added to the Center's Knowledge Asset collection with pathfinders on effective searching, global awareness and organizational history. New partnerships across organizational boundaries included "leadership at the movies" co-presented with coaching faculty and grant workshops co-presented with the advancement group.

Finally, we led the campaign to create a "third space" at the Center. The idea of third space comes from the notion that home is first space and work is second space. Third space occurs down at the corner café, library, or bookstore. It's a place where people from different backgrounds (or, in our case, different workgroups) come together to share knowledge and build community. So far, this has resulted in a comfortable gathering space with soft seating, newspapers, and meeting tools such as a white board and brainstorming manipulatives. Workgroups spend time there and leave mementos from their creative thinking.

Future plans include putting our customized databases of leadership readings, games, videos and quotes on the Internet for public access—if we get a grant to help with start-up costs. We're also studying potential ways to generate revenue.

The Challenges

There have been challenges in the SMT process. Among them are taking the time to be certain that the group continues to develop as a team. This means taking time for long range planning retreats, workshops (such as the conflict management workshop offered by the Center) and celebrations, in order to keep communication open and keep team members in touch with each other on a personal level. Another challenge was to develop processes that do not rely on a single decision maker. Developing processes to define how to get work done and how to run meetings were challenges as well. And learning

to run meetings so that each member felt empowered to participate and make decisions was critical to all of this.

A further challenge was keeping all team members up to date between meetings. One creative solution was to install two white boards in the copy room. One is used to track each team member's current projects so that everyone knows what everyone else is doing. The other is used to record each month's successes and important events using brightly colored markers and simple drawings on a large pad of paper. These pages are used for planning and reporting. They are an important record of accomplishments that might otherwise be overlooked and a cheery reminder of them.

The positive impact on the library's patrons has been marked. In addition to providing more points of access to library services and faster response times, use of library services is up. Reference is up 16%, use of the col-

lection is up 42%, use of custom databases and online tools is up 150%, and document delivery is up 66%. Feedback from patrons as received through emails and company "recognitions" has been positive and significant as has feedback from management.

The impact of becoming a self-managed team on library team members has been significant as well. (Individual statements from library team members to this effect can be found in the sidebar.)

Some Suggestions

So what does this mean for other special libraries? A SMT is a new way of working that has the potential to generate enthusiasm, provide better customer service, enable innovation, increase productivity, and improve the library's professional image. Who doesn't need that?!

For those libraries interested in trying a SMT or other team structure in their own setting, some suggestions from the Center's library:

- Start with small teams.
- Let teams take responsibility and be accountable for the result.
- Cross-train and allow flexible schedules.
- Track projects and progress on a shared space like a whiteboard.
- Track achievements and celebrate them.
- Collaborate inside and outside the library.
- Don't dominate or obstruct.
- Talk to each other! (Especially when you disagree.)
- Let ideas flow.
- Open decision-making to the whole group.
- Respect everyone's contribution.
- Seek and nurture champions within the larger organization.
- Learn to love change.

Self-managed teams may not be for everyone but, where they work, the rewards are enormous. **SLA**

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Technology at SLA: A Great Deal has been Added

It's an exciting time for SLA, and the value of your membership just keeps going higher while the fee remains constant.

BY STEPHEN ABRAM

Picking up where I left off in my Info View column on page 5, SLA has a great traditional value proposition—chapters, divisions, caucuses, leadership training, *Information Outlook*, discussion lists, a Web site, and more. But members are demanding more. And they want it 24/7/365 (or 366, this year!). It has been my experience that members also just don't know everything that SLA offers—as part of their membership dues or for a fee. So, we spent a lot of time in Seattle as Board members and staff reinforcing the benefits that your membership fee entitles you to. I covered it in the opening session, several of the task force leaders and cabinet chairs covered it at the Leadership Summit, and Janice Lachance did a superb job covering it in the closing session in her CEO report. And the entire Board was prepared to make sure everyone knew about the cool new stuff available to every member with just his or her member ID and password. However, we also know not everyone was able to come to the 2008 conference in Seattle (we do hope to see you at the HUGE Centennial conference and INFO-EXPO in DC in 2009). So, here's a simple list of some of the initiatives we've launched, improved or enhanced for you this year. I think that a great deal of value has been added to everyone's membership.

Where else could your average member get this amount of professional development and membership value for just \$160.00?

- SLA has licensed a huge suite of innovative technologies where SLA leaders and volunteers can play and

discover uses for the latest emerging technologies in their own context.

SLA also provides tools to units to build and implement useful services and tools for their members. The range includes hosting and software for Web sites, communities of practice, surveys, voting, discussions, wikis, blogs, and more 2.0 type tools.

- In Seattle, we announced the launch of the SLA Innovation Laboratory. This project was built by a group of member volunteers and staff who demonstrated the Lab in the SLA booth in the INFO-EXPO. Hundreds of free and licensed software for everything from wikis and blogs to social networking and Web site design are there for the taking. Over the next year, regular sessions will be held to show members how to take advantage of these tools, but any member can start on their own right away. This is a major initiative for SLA members to develop their skills for the future.
- A major feature of the SLA Innovation Laboratory is the Atomic Learning Videos. Yes, SLA now provides you 35,000 short videos on how to use hundreds of pieces of software. Give them a try. We're adding 450 new videos every 6-7 weeks.
- We also launched SLA's Learning 2.0 /23 Things Project, which is part of the Innovation Lab. There is a members-only Wiki set-up for the project which models the way SLA works—collaborative learning. Learning 2.0/23 Things encourages all of our members to explore many of the features SLA offers for free or through Click U. The plan is that every member can learn

up to 23 new 2.0 type tools in just 9 weeks (or at your own pace).

- During the conference members saw the beginnings of SLA's Second Life presence which is being created collaboratively by another team of volunteer members. The site has been started, as well as a blog. The SLA Second Life workgroup will be seeking more volunteers for this project. We can expect a few events over the next year in Second Life. You saw more information in the June issue of *Information Outlook*.
- For the conference, there was an SLA2008 Twitter group set up for attendees, who can join by using their phone, laptop, or PC. Find the group in the Lab or at <http://twitter.com/sla2008>. It was a great opportunity to learn this tool and I am sure a few folks will learn and play with you even after the conference.
- SLA announced a video featuring president-elect Gloria Zamora, which is available to all SLA groups, especially Chapters and Divisions, to use for their events. It is available via PAL, VHS or DVD, as well as on the web. This lets your Board actually be at two events at once!
- SLA has developed three options for unit leaders to make their own business cards and have placed the information in the Leadership Resources section of the SLA Web site. Your SLA identity now has some heft!
- SLA units have started a number of social networking sites. (Find a list in the SLA Innovation Lab.) There are currently more than 900 members in the SLA Facebook group. SLA members are in LinkedIn, where there are more than 500 individuals associated with SLA.
- SLA Past President Rebecca Vargha is currently working with a group of member volunteers and staff to build SLA's Wikipedia architecture and presence. Since Wikipedia is a major influencer of search engine rankings like Google's, this is an important part of SLA's virtual presence.
- SLA develops and provides Wikis and blogs for all groups (formal or

informal) on a simple request basis. Details are on the Web site <http://wiki.sla.org/dashboard.action>.

- SLA now has three accounts on TypePad and hosts approximately 40 blogs from chapters, divisions, commissions, and other member-driven entities. By far, the most active unit blog on an SLA account is the IT Division's Blogging Section, which has logged nearly 40,000 page views since it launched in December 2005.
- The IT Blogging Section is often highlighted in the new SLA Connections blog which reminds me that most of our SLA newsletters now start as blogs, allowing you to subscribe through your RSS reader and get more timely alerts and news from SLA.
- During the Seattle conference, SLA added an electronic message center to the Cyber Connection area so that attendees could leave electronic messages for each other, rather than paper messages.

- Don't forget the free Factiva and Nexcerpt News alerts as well as the free Newsgator feeds on LIS topics that have been developed by the staff in the SLA Information Center.
- CONSULT Online is a directory exclusive to SLA member consultants. A search on this database is free and is available to members and nonmembers interested in locating a consultant who may assist, on a normal commercial basis, with such areas as library management, technical services, and subject specialty. Use CONSULT Online to promote your services at <http://www.sla.org/consultonline>.

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to execuBooks for SLA members only. Professional writers and editors constantly review, select and summarize the best of current and upcoming business books into 15-minute summaries. Individual SLA members may "opt in" to have new execuBooks delivered via e-mail every week. Over 350 summaries of leading business books cover topics such as adaptability, corporate governance, decision making, innovation, marketing, project management, strategy, team effectiveness, and more.

Click University invites you to visit the SLA Online Libraries—Leadership & Management, HR and Knowledge Management. These ebrary databases cover a wide range of topics to enable professionals to make important business decisions. Key subject areas include: leadership, entrepreneurship, strategic planning, KM case studies, organizational behavior, personnel management, project management and risk management. The offering is now over 1,000 books after the new library

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Wikis, blogs, and discussion lists allow you to share information and advice with your colleagues. Explore and expand your networking opportunities. Get the latest information on everything from your chapter or division to the SLA Centennial Celebration and SLA 2009 Annual Conference and INFO-EXPO.

For more information, and to view a full list of SLA member benefits, visit www.sla.org and click Membership/Member Benefits. New benefits, services, and discounts are added frequently.

Invest in SLA and invest in your future!



ies announced in Seattle. Click U offers Click U Live! sessions on social networking to members. "Social Networking Tools: Hands-on Learning" was held 21 May and "Best Practices for Wikis" is scheduled for 11 September. Watch for other sessions on social networking brought to you by Click University.

Click U continues to offer the free Course of the Month. Don't forget to put these on your calendar.

Additionally, in an effort to enable students whose budgets may be limited to take advantage of SLA's valuable professional development offerings, SLA offers substantial student discounts. SLA student members qualify for a 25% discount on the following Click U professional development programs: the Click U Live! online seminars, the Click U Live! recorded seminars and the Professional Improvement Libraries. And student members receive substantial discounts for Click U Live! Continuing Education courses at Annual Conference.

Moreover, we continue to increase the training and leadership opportunities for our units. LDI and our cabinet meetings continue to enhance the development of our association and profession.

Knowledge to Go Green

Begun from an ERMD and staff initiative, SLA has "The Knowledge to Go Green." SLA has been moving to greater "greenness" all year, as all aspects of operations are viewed from this angle. SLA has taken up the challenge from Al Gore, our 2007 opening keynote speaker, and is working hard on being Green. The Seattle conference had a large number of initiatives you could see all over. Everyone could buy carbon credits and SLA will be responsible for

planting many trees to restore fresher air. We greatly reduced our use of paper while providing free conference wireless as a win/win. It was a start, and we were trying to set an example for attendees to take home. Members, units or exhibitors should apply for an SLA Presidential Citation. Also, on this front:

- SLA offered handouts online prior to conference. SLA partners and exhibitors had been encouraged to use environmentally friendly products and to print on recycled paper. And all conference signage was 88% consumer waste fiber board from Champion Nationwide.
- Badge holders were made from 20% recycled matter. At the end of the conference, there were containers to collect the used badges, so that they could be recycled.
- The Final Conference Program was printed on 100% post-consumer waste recycled paper, with soy-based inks instead of chemical based, and on an FSC (Forest Stewardship Council) approved press.

SLA headquarters is working on many more Green initiatives as contracts become available renegotiation. Rest assured that our association is doing as much as it can to help our planet.

Value of Membership

We continue to offer new benefits of membership. The multitude of free and low-cost benefits easily justifies our membership fees (which are lower than most professional associations). Your membership is increasing in value, as long as you remember your user ID and password! (You can change it to make it easier to remember, too.)

SLA has just announced free online access to two databases, GreenFILE and LISTA (Library and Information Science and Technology Abstracts), provided by EBSCOhost. These new databases can be accessed through the member benefits page.

Last but not least, there was another major development at Seattle. SLA and Dow Jones & Co. partnered to deliver an ad campaign about special librarians and information professionals in *The Wall Street Journal*. These ads ran throughout the conference including on the opening and closing day, and copies of the WSJ were ubiquitous. Dow Jones and SLA have a co-branded advertising agreement where both organizations will appear in print and on-line communications and advertisements advocating for the information profession continuing into 2011. This is an exciting (and appreciated) partnership. Thank you, Dow Jones!

Conclusion

It's an exciting time for SLA, and the value of your membership just keeps going higher while the fee remains constant. Add to this our association-wide initiatives that we reported on in Seattle—The Alignment Initiative, The Ethics Initiative, our Centennial Commission and more—and you can see that we're trying. Keep volunteering and engaging with SLA and we'll have no problem tipping into the 21st Century and truly leading and contributing to the development of the information and knowledge based global economy. I am pretty excited by the progress we're making together. I hope you are, too. **SLA**

STEPHEN ABRAM, MLS, is the president of SLA and is vice president, innovation, for SirsiDynix. He is chief strategist for the SirsiDynix Institute. He is an SLA Fellow, the past president of the Ontario Library Association, and the past president of the Canadian Library Association. In June 2003, he was awarded SLA's John Cotton Dana Award. He is the author of *Out Front with Stephen Abram* and Stephen's Lighthouse blog. This column contains his personal perspectives and does not necessarily represent the opinions or positions of SirsiDynix. You may contact him at stephen.abram@sirsidynix.com.



Licensing Digital Content: Part I

Whether or not you have been involved in the negotiation of a license, you will need to understand that license agreement when using the digital content governed by it.

BY LESLEY ELLEN HARRIS

As information is distributed more and more in a digital format, librarians and others are licensing the use of content. Unlike purchasing print periodicals and books, licensed content comes with a set of terms and conditions, or clauses, that govern the permitted use of that content. Generally, these terms and conditions are, and should be, set out in a written agreement or license. This is important so that you have a document to consult with the circumstances under which you may use the licensed content.

Whether this document consists of a single page or 10, the document acts as a summary of your negotiations and sets out the terms and conditions of use of that content. Whether or not you have been involved in the negotiation of a license, you will need to understand that license agreement when using the digital content governed by it. No two licenses are identical. So, it is helpful to understand how license agreements work and appreciate some of the popular clauses found in them. This article will set out key clauses in a license. Next month's column will discuss boilerplate clauses found in license agreements.

Definition of Content

Your license should clearly define the content that is being licensed. It should include the content name, if it has one—for example, the title of a database. If, let's say, the content is 10 photographs, thumbnail images of the photographs may be attached to the license. Read the definition of content and ensure that it is the content that you are in fact using.

Licensor and Licensee

The license should clearly identify the licensor, the owner of the content.

The license should include the licensor's full legal name, address, phone number and e-mail so you may easily contact them. If you have questions about the license or need to renew it, this information is vital. The license should also clearly identify and include information about the licensee, or enterprise licensing the content from the licensor. This should be you!

Exclusivity

The rights granted in the license may be non-exclusive or exclusive. Non-exclusive means that the content owner may grant another enterprise

the right to use the same content at the same time. For example, Publisher X may grant the right to use its content to A, B and C. Exclusive means that the content owner may only grant the content to one enterprise at any given time. Most licenses for databases, online journals, images and photographs are non-exclusive.

Rights

Rights granted to the licensee should be clearly set out in the license. This may include the right to print a copy of an electronic article, access a database and re-distribute digital content. Often this section can be lengthy and may use language that is different than what you are accustomed to. Read the language and see if it corresponds with your desired use of the content. If necessary, ask for clarification from your lawyer or licensor. And keep track of your uses for future negotiations to ensure that all uses are reflected in future licenses.

Definitions

The license should define terms whose meaning may be unclear, or may have more than one meaning. Terms that are often defined include: territory, content, authorized uses and users, premises and licensed materials. The rule of thumb is that if a word is being used other than in its ordinary dictionary meaning, then include that "special" meaning in the license.

Licensor Obligations

This clause sets out what the licensor is obliged to do under the license. This may include such things as the format in which the content is provided to

LESLEY ELLEN HARRIS is a copyright lawyer who works on legal, business, and strategic issues in the publishing, content, entertainment, Internet, and information industries. She is the editor of the print publication, *The Copyright and New Media Law Newsletter*. For a sample copy of the newsletter, e-mail contact@copyrightlaws.com. She also is a professor at SLA's Click University. Beginning in January, Click University began a new certificate program in Copyright Management: Principles and Issues specifically geared towards SLA members, which she developed and teaches. For details, see www.clickuniversity.com.



you (i.e., DVD or online), whether you access the content from the owner's server, and, if so, how will the owner deal with server problems? Also, will the owner provide technical support, how often will the content be updated (e.g., monthly, weekly), and will you be notified of changes to content? It is important for your license to address in what format the material will be supplied to you, when it will be supplied and what support you will receive if there is a problem accessing it. If you have problems with uninterrupted access to the licensed content, check the clauses under this section.

Licensee Obligations

Review the license and note your obligations. Are you required to monitor illegal uses of the content? (Generally, you should not be obligated to police illegal uses, but perhaps to inform the licensor of any illegal uses that you may spot.) Must you keep statistics on usage of the content? Ensure that you are complying with your obligations.

Payment Mode

How will you be paying the licensor for use of the content? Will the licensor be paid per use of material (e.g., per article), for the time the material is accessed, or perhaps through a set fee for a specified period with unlimited access during that time. Many licenses require an up-front payment that will allow you to use the content in an uninterrupted fashion in which you do not have to make a payment prior for each and every use.

Length of License and Renewal

The license may specify a certain termination date. It is also possible to have the license renew automatically for an additional period of time, such as one year, under the same conditions and terms through a renewal clause.

The license should address how and when it can be terminated. You can include the right to terminate it for serious violations of the terms and conditions in it, or include termination of the license for any reason, provided

that notice is given to the other party. Automatic termination is another option, whereby you set forth in the license what events automatically end it. Examples include: default in payment, bankruptcy or material breach of the license.

Be aware of the duration of the license, and anything you must do to renew it. You do not want to find yourself in a situation in which the content cannot be accessed during a certain period of time.

Permitted Uses

The owner will place limitations on how the content is used, and where it can be accessed. For example, the alteration or removal of authors' and owners' names and all alterations of the content may be prohibited. You may be prohibited from making multiple copies of the content. The owner may prohibit distribution of the content in certain ways—from prohibiting distribution to the public to prohibiting distribution on an unsecured electronic network.

It is important to clearly set out how you may use the content. Keep in mind the following questions: How are you allowed to use the information? What are the consequences of unauthorized use? What impact will the usage restrictions have on your library and its patrons?

Authorized Users

Finally, your license should address those who are authorized to use the licensed content. How will the authorized users be defined? Does it exclude certain persons? Are there any restrictions on the users, such as restrictions on who is allowed to access the content and from where it can be accessed? Authorized users to consider in your agreement may include: employees (permanent, temporary, contract and visiting); consultants; interns and students (part and full time); specified researchers; and the public. **SLA**

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Embracing the Paradigm Shift: A Cliché That's Still Valid

The sense of perpetual change for information professionals was clear at the SLA Conference.

BY DEBBIE SCHACHTER

Conferences are great experiences for connecting with remote colleagues, networking, and learning from peers and experts in the field. This year's SLA conference in Seattle was all of that and then some. Being funded to attend conferences is not always possible, though. With increasingly difficult economic times, organizations are reducing continuing budgets, meaning that many information professionals may not have the opportunity to attend conferences or courses to upgrade their skills. At the same time, by not continuing to be at the cutting edge of the information and management professions we are at risk of devaluing the profession.

Introduced at the conference, SLA Innovation Lab is a valuable new opportunity for developing and upgrading technology skills. For mid-career professionals, such as myself, who don't readily have access to a diverse range of applications and cutting-edge technologies, this new member benefit provides the opportunity to develop new skills, and potentially new customer products or services. For example, your current position may not require you to use various types of networking, graphics, or database software, but through the training modules and some direct experience, you may be able to devise new ways of communicating with your customers, improve services, or save time.

The Innovation Lab provides access to software as well as training videos on the use of these applications and services. (Visit <http://www.sla.org/innovate/apps.cfm>.) SLA staff has developed a site described as having "some of the

most interesting, and powerful information resource tools for you to explore with, and to get your paws wet!" Access to free software for practice and skill development, when convenient to you, is a simple way to build skills that are not part of our everyday work.

Additionally at SLA 2008, there were many speakers who talked about leadership and management. These offered practical advice from strategic planning, developing self-awareness and understanding motivation in negotiation. The blue sky type of sessions and the keynote speakers were important for revealing linkages to new systems and trends that we wouldn't necessarily seek out or identify as pertinent to our everyday work.

So, when we as information professionals, managers or supervisors of information centers are faced with technological changes that may or may not make sense to us, it is best to do so with some knowledge of the technology. We also need to allow the customer to drive our means of communicating and delivering services more now than ever. With respect to the choice of methods, it is far easier to critique from a position of strength

and knowledge than through simply not appreciating what the new technology means to our customers—and, potentially, to our traditional roles.

This is also one reason why SLA has developed its 23 Things campaign (<http://wiki.sla.org/display/23Things>), which encourages information professionals to take up specific self-directed learning during the next few months. It is a challenge to information professionals to learn and understand Web 2.0 technologies. It is also intended as a practical support for providing continuing education to information professionals who span decades in experience, and who have greater or lesser degrees of technical expertise.

Our new grads are often the ones to teach us how to use these new technologies—reverse-mentoring, as some call it. This is a good thing, but it also draws attention to the fact that many of us aren't keeping up with the cutting-edge technologies as we progress in our careers. As individuals who appreciate the need for continuing education and self-development, the 23 Things challenge should be met. We need to be capitalizing on these new technologies.

The sense of perpetual change for information professionals was clear at the SLA conference. Also clear was the need to be knowledgeable about the technologies that are being adopted by our customers. By being open to the changes that are coming to us, often outside of our own control, we are making it possible to understand and modify these new systems to serve our needs. The cliché of embracing the paradigm shift is still valid, and this message was loud and clear at this year's conference.

SLA

DEBBIE SCHACHTER has master's degrees in library science and business administration. She is the area manager-East for the Vancouver, British Columbia, Public Library, with the responsibility for managing six branch libraries. She has more than 15 years' experience in a variety of non-profit and for-profit settings, and is the president-elect of SLA's Western Canada Chapter. She can be reached at dschach@telus.net.





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Dealing With Difficult People

13 August 2008

2:00 -3:30 p.m. ET

**Part 1: Don't Let Other People Decide
How You will Behave**

20 August 2008

2:00 -3:30 p.m. ET

Part 2: What Was I Thinking!

Presenter: **Goldie Newman**, Instructor
University of Toronto

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Benchmarking and Research through SLA

SLA has renewed its commitment to research, which will be a benefit to the information industry and profession, as well as to SLA members.

BY JOHN R. LATHAM

Although SLA's annual conference is a trifle exhausting after many days of 6 a.m. staff meetings, it is great fun and I always come back revitalized. Actually, this revitalization was almost lost on my return to the office when I found more than 700 e-mails awaiting me. Fortunately, 500 were due to some weird glitch and could instantly be deleted. I digress. With the launching of the SLA ads in the *Wall Street Journal* and the Innovation Lab/23 Things, there was a buzz around the conference of how far SLA has come in providing resources for its members.

Fresh off the press and posted to Recent Industry Reports in the Resources section of SLA's Web site is the executive summary of Outsell's *2007 Information Management Benchmark: State of the Function*, based on the survey carried out in late 2007. This is the ninth annual Outsell benchmark survey in which SLA members have been involved and the full results or an executive summary for each year are available to SLA members under Recent Industry Reports. These benchmarking surveys of information management (IM) functions gather baseline data on resourcing, service offerings, and operational matters. The data from this study adds to Outsell's existing knowledge base of operational key metrics and drivers for IM functions in corporate (including nonprofit), government, education, and healthcare sectors. We, as IM managers, depend on information from benchmarking studies to help make informed decisions on our operations, services, and plans.

Many of us are waging the same battles as our colleagues in our organizations, and a peek into our peer's worlds can help us reflect on our own strategies and progress based on the data and trends they observe. Key study findings of this latest study cover the number of individuals moving into non-traditional roles; budget increases expected for 2008; percentages for digital content spending; projected staffing; number of content vendors used by IM functions; most valuable services identified; and persistent IM resource challenges. The executive summary includes Outsell's suggested imperatives for information managers to overcome these challenges.

SLA has been funding research projects for many years and in 2007 the research funds were restructured to make more funds available to be awarded. In January 2008, two grants were awarded: one for association operations research, and one for the advancement of evidence-based practice within library and information science, namely *Models of Embedded Librarianship*. The goal of the latter study was to develop an evidence-based model for the successful initiation, implementation, and evaluation of embedded library services. The results

of this research should be available within 18 months. The results of previous SLA funded research are available on SLA's Web site under the Research and Surveys within the Resources section. Guidelines and timetables for the research grants are available on SLA's Web site. An announcement will be made in July when the guidelines and timetable are posted for the 2008 grants.

SLA has been closely involved as a major partner in the research project on the Future of Librarians in the Workforce. Started in 2005, and funded by the Institute of Museums and Library Services, this important research project is scheduled to report its results by the end of 2008. The study will result in better tools for workforce planning and management, better match of demand and supply, and improved recruitment and retention of librarians. Apart from being invaluable research for the future, it will provide useful data for current benchmarking. José-Marie Griffiths, the principal investigator of the project, gave an update on the results at SLA's annual conference in Seattle in June. The PowerPoint presentation slides for this and previous update in 2005 (Toronto) and 2006 (Baltimore) are or will shortly be available on project Web site at www.libraryworkforce.org/.

Following SLA's Research Now task force's report in 2006 and the setting up of the new Research & Development Committee in 2007, SLA has renewed its commitment to research, which will be a benefit to the information industry and profession, as well as to SLA members. **SLA**



JOHN R. LATHAM is the director of the SLA Information Center. He can be reached at jlatham@sla.org.

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November 14	Philadelphia, PA
December 2	Chicago, IL
January 29, 2009	New York City – IIS Post-Conference Event



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AUGUST

13
Dealing with Difficult People Part 1: Don't Let Other People Decide How You will Behave

20
Dealing with Difficult People Part 2: What Was I Thinking!

SEPTEMBER

11
Best Practices for Setting up Wikis

24
How to be an Effective Meeting Facilitator

OCTOBER

8
The Year in Web Searching: News, Updates, and Changes at Google, Yahoo!, Live, and More

22
Web 2.0 Software and the Embeddable Web

NOVEMBER

5
Digital Content Management: Critical Deployment Issues in Process & Personnel, Part 1

12
Digital Content Management: Critical Deployment Issues in Process & Personnel, Part 2

DECEMBER

3
Green Your Library, Part 1: Why It Is Important to Do It

17
Green your Library, Part 2: Easy Steps You Can Take to Do It

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OTHER EVENTS

AUGUST

5-8
International ISKO Conference
International Society for Knowledge Organization
Montreal, Canada
www.ebsi.umontreal.ca/isko2008/

10-25
74th World Library and Information Congress
International Federation of Library Associations and Institutions (IFLA)
Montreal, Canada
www.ifla.org/IV/ifla74/index.htm

SEPTEMBER

2-5
ALIA 2008 Biennial Conference
Australian Library and Information Association
Alice Springs, Australia
www.alia2008.com

4-5
9th European Conference on Knowledge Management
Academic Conferences International
Southampton, UK
www.academic-conferences.org/eckm/eckm2008/eckm08-home.htm

14-18
9th Int'l Conference on Music Information Retrieval (ISMIR 2008)
September 2008
Philadelphia, PA, USA
www.ismir2008.ismir.net/

23-24
Enterprise Search Summit West
Information Today, Inc.
San Jose, California, USA
www.enterprisesearchsummit.com/West

24-25
Open Access and Research Conference 2008
Queensland University of Technology
Brisbane, Australia
<http://www.oar2008.qut.edu.au/>

23-25
KMWorld & Intranets
Information Today, Inc.
San Jose, California, USA
www.kmworld.com/kmw08

24-28
First World Summit on the Knowledge Society
Open Research Society
Athens, Greece
www.open-knowledge-society.org/summit.htm

25-26
Taxonomy Boot Camp
Information Today, Inc.
San Jose, California, USA
www.taxonomybootcamp.com

26-27
EuroIA—Information Architecture Summit
ASIS&T
Amsterdam, Netherlands
www.euroia.org

OCTOBER

1-4
National Diversity in Libraries Conference
Louisville, Kentucky, USA
www.kyllbasn.org/ndlc201.cfm

1-4
Access 2008
McMaster University, Mohawk College, and Hamilton Public Library
Hamilton, Ontario, Canada
<http://access2008.mcmaster.ca>

16-17
Internet Librarian International
Information Today, Inc.
London, UK
www.internet-librarian.com/index.shtml

16-19
LITA National Forum
Library and Information Technology Association
Cincinnati, USA
www.ala.org/ala/lita/litaevents/litaforum2008/litaforum2008.cfm

20-22
Shanghai International Library Forum
Shanghai Library and Institute of Scientific & Technical Information
Shanghai, China
www.libnet.sh.cn/silf2008/english/english.htm

20-22
SCIP European Summit 2008
SCIP ITALIA
Rome, Italy
www.scip.org/NewsRoom/PRDetail.cfm?ItemNumber=2861

20-23
ARMA International Annual Conference and Expo
Las Vegas, USA
www.arma.org/conference/2008/index.cfm

23-24
5th International Conference on Knowledge Management
ICKM Council
Columbus, OH, USA
www.ickm2008.org/

24-29
ASIS&T Annual Meeting
Columbus, Ohio, USA
www.asis.org/Conferences/AM08/am08cfp.html

25-26
6th International Conference on the Book
Common Ground and Catholic University of America
Washington, DC, USA
www.b08.cgpublisher.com/

14 - 17 JUNE 2009

SLA Annual Conference
Washington, DC, USA
www.sla.org

26-30
7th International Semantic Web Conference
Semantic Web Science Association
Karlsruhe, Germany
www.iswc2008.semanticweb.org/?page_id=21

28-31
EDUCAUSE 2008 Annual Conference
Orlando, FL, USA
www.net.educause.edu/e08

29-3 Oct.
16th Int'l Conference on Knowledge Engineering & Knowledge Mgt.
Acitrezza, Italy
www.ekaw2008.inrialpes.fr/

NOVEMBER

7
8th Annual Brick and Click Libraries
Owens Library, Northwest Missouri State University
Maryville, MO, USA
www.nwmissouri.edu/library/brickandclick/index.html

2-5
LIANZA Conference 2008
Library and Information Association of New Zealand
Auckland, New Zealand
www.lianza.org.nz/events/conference2008/index.html

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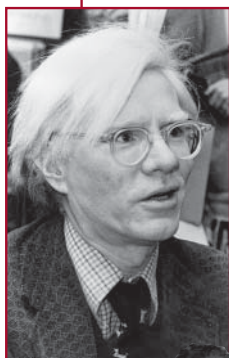
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